

MONDAY OCTOBER 11 1993

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Christopher Parkes
Kurt

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Britain in brief



Computer games used for adverts

Children's computer games are the latest advertising medium for snack food manufacturers wanting to promote their brand names to the young. Sweets, biscuits and crisps, and their logos and characters are appearing as integral parts of computer games. Advertisers are paying between £13,000 and £50,000 for inclusion in the games.

The Consumers' Association is calling for the British Code of Advertising Practice to be extended to cover new media developments. The company is fixing most of the deals in the UK between the manufacturers and software publishers is Microtime Media.

Mayhew urges talks suspension

Making progress in the talks about the future of Northern Ireland would be easier if the Hume-Adams initiative remained suspended, Sir Patrick Mayhew, the Northern Ireland secretary, said.

A dialogue between Mr John Hume, the leader of the mainly Roman Catholic Social Democratic and Labour party, and Mr Gerry Adams, the leader of Sinn Féin, the political wing of the IRA, was launched last month. The initiative has already led the hard-line Democratic Unionist party to rule out further participation in the roundtable talks process.

Charities face tax relief blow

Voluntary sector leaders are braced for the appearance tomorrow of a Home Office published report recommending abolition of charities and their automatic tax relief.

Charity, the report is expected to conclude, is a medieval concept that has become meaningless now that many voluntary organisations provide welfare services under contract to public authorities.

It will argue that charities must choose between becoming publicly funded service delivery agencies, or free-standing campaigning organisations.

Speed urged over N-dumping

The government's nuclear safety watchdog has urged ministers to clear obstacles in the way of creating the UK's first safe underground disposal site for nuclear waste.

Delays in creating the disposal site at Sellafield in Cumbria mean that nuclear waste is being stored in "unsatisfactory" and "deteriorating" conditions at power stations and other nuclear installations, according to the Advisory Committee on the Safety of Nuclear Installations.

Professor John Horlock, the committee's outgoing chairman, has asked Mr Tim Eggar, the energy minister, to throw his weight behind efforts to establish the nuclear waste store before 2010, according to a letter leaked to Greenpeace.

Budget taxes would 'threaten' fragile recovery

By Peter Norman,
Economics Editor

ECONOMIC recovery in Britain is fragile and the government should act with caution if raising taxes in its November 30 Budget, according to two reports published today.

In its quarterly business survey, Dun & Bradstreet, the business information company, found that confidence about

sales prospects increased among UK managing directors for the fourth consecutive quarter.

But this was offset by the survey's finding of falls in profit and export expectations over the past six months.

In their latest UK economic forecast, the independent economists of the Ernst & Young Item Club expect economic growth to accelerate to 2.6 per cent in 1994 from 1.7 per cent

this year but said "significant risks" surround the outlook.

The Item Club economists said further sharp tax increases of £10bn spread over several budgets would risk higher inflation and lower growth in the middle of the 1990s.

The Dun & Bradstreet poll of 1,745 managing directors between September 9 and 21 found that 37.2 per cent favoured lower spending on

public services to correct the Budget deficit against 25.7 per cent advocating higher indirect taxation and 24.2 per cent in favour of higher direct taxes.

Mr Philip Mellor, Dun & Bradstreet's marketing manager, said the survey suggested that Britain's economic recovery may "be beginning to run out of steam" in spite of the prospect of a last quarter spending spree this year.

The Item Club economists,

who use the Treasury economic model to make their forecasts, say growth is likely to settle back to 2.4 per cent by 1995 and 2.2 per cent by 1996.

The recovery will, however, generate new jobs from next year and will push unemployment below 2.5m by mid-year.

THE patchiness of economic recovery was underlined in figures from the Confederation of British Industry, the employers' organisation, which

showed that business activity in the financial services sector fell slightly in the third quarter of the year.

A 31 per cent drop in business conducted by banks with industrial and commercial companies was the main cause of the fall in overall activity, which occurred despite strong rises for venture capitalists, securities traders and others.

Despite the 3 per cent fall in activity, optimism about trad-

ing prospects strengthened for the fourth quarter in a row, with 41 per cent of the 294 companies responding to the survey saying they were more confident than before.

Mr Andrew Sentance, CBI director of economic affairs, said that "recovery in the sector was still 'uneven and patchy'". A fall in volumes for banks and life insurers, which make up half the sector, accounted for the drop in business.

Thatcher hype fails to bring memoirs alive

SO MR MAJOR could breathe a small sigh of relief. After all the advance hype the publication yesterday of official extracts from Lady Thatcher's memoirs proved a predictable anticlimax.

True she is not exactly full of praise for her successor. She makes little secret of her reservations about his intellect and ideological backbone.

There is probably more to come when the Sunday Times newspaper publishes its second set of extracts next week. Lady Thatcher believes, for example, that Mr Major deserted her during the first round of the 1990 leadership campaign.

But to anyone who has heard Lady Thatcher speak in private or in the most of her disarming modest criticisms. Around the lunch or dinner table she has accused him of being weak and indecisive, of abandoning the commitment to sound public finance, of spending taxpayers' money like a socialist.

The real venom is reserved for Lord Howe and Lawson. These were the principal architects of the Thatcher revolution. But it was her disagreement with them over the European exchange rate mechanism and, in the case of Lord Howe, Europe more generally, that precipitated the fiasco of her cabinet.

Thus Lord Lawson is at once praised for his intellect and then accused of "folly" in allowing his determination to get sterling into the ERM to override her determination to hold down inflation. Somewhat implausibly for those who followed the argument at the time he is accused of wanting constantly to cut interest rates while she was forever asking for the burden on homeowners to be increased. The FT is credited for tipping her off in November 1987 about his policy of shadowing the D-mark.

No matter that everyone of importance in Whitehall knew of the policy months earlier.

For Lady Thatcher her then chancellor's approach is proof that "the belief that the laws of economics and the judgments of the markets can be suspended by clever people is a perpetual temptation to folly". The truth, of course, is rather more complicated than that.

Providing a deliciously ironic, and presumably unconscious, assessment of the forces behind her downfall Lady Thatcher concludes a bitter attack on Lord Howe with the thought that "Above all, I suspect, he thought he had become indispensable, a dangerous illusion for a politician".

The single mistake, accord-

Philip Stephens on Thatcher, Thatcherism, and the Tories

ing to Lady Thatcher, was her failure to sack her then chancellor and foreign secretary. Britain would have stuck with a floating pound and would have taken the path towards economic prosperity as its 11 European Community partners foolishly isolated themselves within monetary union.

Even the poll tax, she seems to believe, might have been made to work. She would have won the election and, just about now, would be contemplating a graceful move into retirement. In the words of one cabinet minister, yesterday, "such are the delusions of one-great political leaders".

Sadly, Mr Major cannot brush aside so casually the legacy of his predecessor. Her influence is waning. Even in great leaders self-justification is too easily self-defeating.

The ideological warfare in Blackpool last week was a potent reminder that the instincts of Thatcherism live on in a significant section of the Tory party. A stronger leader than Mr Major with a less truculent set of MPs and a larger majority at Westminster could have made a more decisive break with the past.

The synthetic loyalty of some members of the cabinet would have cost them their jobs in a government headed by, say, Mr Kenneth Clarke. But Mr Major needs time to rebuild his authority after the ravages of Maastricht and of the economic recession. So he is ready to readopt some of the rhetoric of Thatcherism.

But Lady Thatcher's assumption that the prime minister's emphasis on traditional Tory values will signal a return to what he has described as a "golden age that never was" is mistaken. In Mr Major's mind the golden age was represented by the 1950s not the 1980s. Mr Douglas Hurd, the foreign secretary, is not intending to conduct Britain's European policy on the basis of the cheap insults of some who sit around the cabinet table.

Thatcherism is not dead. It has an able, if youthful, standard-bearer in Michael Portillo, who combines Lady Thatcher's gut instincts with some of the intellect of Lord Howe and Lawson. But it will take a general election defeat rather than an image of the recent past through rose-tinted spectacles to reconvert the Tory party to the ideology it rejected in 1990.



IN THE LIMELIGHT: Tony Blair, Labour's 'shadow' home secretary, is tipped for Downing Street by the turn of the century

Blair seen as prime minister in 2000

By John Willman,
Public Policy Editor

MR Tony Blair, the opposition Labour party's modernising home affairs spokesman, receives encouraging support today from an unexpected quarter - a panel of top industrialists, bankers, business executives and other opinion-formers.

The panel, half of whom

come from the business world, tip Mr Blair as the man most likely to be prime minister in the year 2000, ahead of Mr John Major, leading Conservative leadership contenders and Mr John Smith, the Labour leader.

More surprising, Mr Blair is also the panel's preferred choice for No 10 Downing Street. He attracts three times the support of the prime minis-

ter, and more than twice the support of Mr Ken Clarke, the chancellor of the exchequer.

The endorsement for Labour's foremost moderniser emerged from a poll by Opinion Leader Research asking Britain's most influential opinion-formers for their views on the UK in the year 2000.

In general, the panel members are pessimistic about the future, expecting the UK's

decline in world influence to continue. China will gain the most in influence, according to the panel, followed by Japan, the US and Germany. Russia and India are also expected to become more influential by the year 2000.

The opinion-formers say that their main area of concern for the UK is both general economic performance and loss of international competitiveness.

Pay 'not a good guide' to earnings

By Richard Lapper

FIGURES on directors' pay given in annual reports substantially overstate their remuneration, according to a survey of pay and benefits.

On average the director of a British company earns a basic wage of £52,000 but receives additional benefits in bonuses, pension contributions, company cars, insurance and other fringe benefits worth £82,428.

The survey was carried out by Bacon & Woodrow, the actuaries, and Remuneration Economics, a salary and benefits specialist. The survey covers the pay of 1,434 directors in 222 companies.

Directors' TRP Survey 1993 by Bacon & Woodrow (St Olaf House, London Bridge City, London SE1 2PE) and Remuneration Economics (Survey House, 51 Portland Road, Kingston upon Thames, Surrey KT1 2SE). Price £500 plus VAT.

Company	Basic Salary	Benefits	Total
British Airways	£120,000	£45,000	£165,000
British Telecom	£110,000	£40,000	£150,000
British Petroleum	£100,000	£35,000	£135,000
British Steel	£90,000	£30,000	£120,000
British Sugar	£80,000	£25,000	£105,000
British Waterways	£70,000	£20,000	£90,000
British Airways	£120,000	£45,000	£165,000
British Telecom	£110,000	£40,000	£150,000
British Petroleum	£100,000	£35,000	£135,000
British Steel	£90,000	£30,000	£120,000
British Sugar	£80,000	£25,000	£105,000
British Waterways	£70,000	£20,000	£90,000

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4- The offerors are required to provide an irrevocable, unconditional (payable at first demand) tender bond for an amount of 5.250.000.000 Turkish Liras and valid for a period of at least six months to the below address of the General Directorate. Offers prepared in compliance with the sale specifications should be submitted to the Correspondence Department of Sümer Holding A.Ş. General Directorate at Çankırı Caddesi No: 2 Ulus/ANKARA, not later than 3 P.M. on November 23, 1993. Delays in post shall not be accepted.

5- Sümer Holding A.Ş. is not subject to the restrictions specified in the State Tender Law No. 2886 dated 8 th September 1983 and reserves the right to decide whether or not to sell the plant and to extend the deadline of the tender, if deems necessary.

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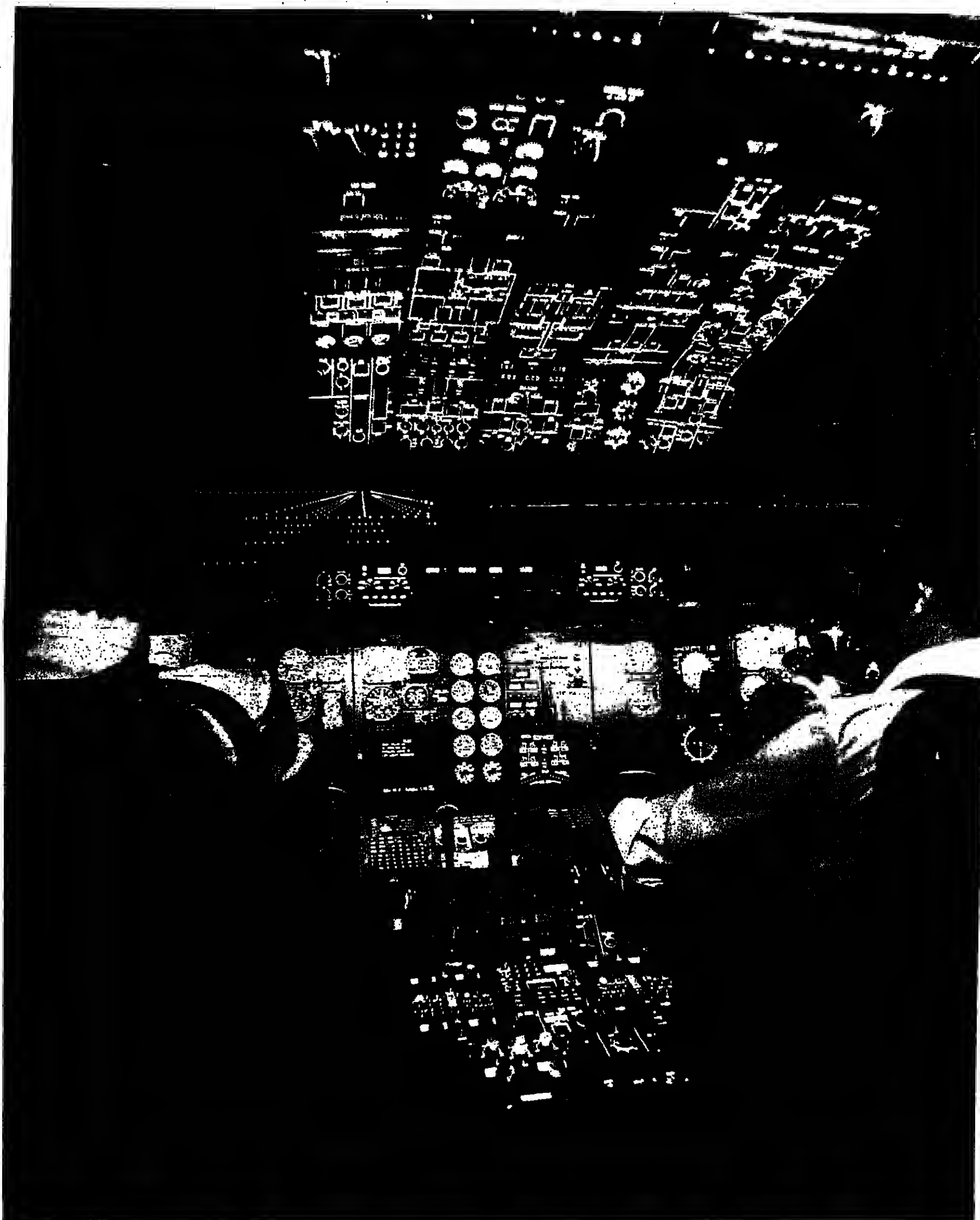
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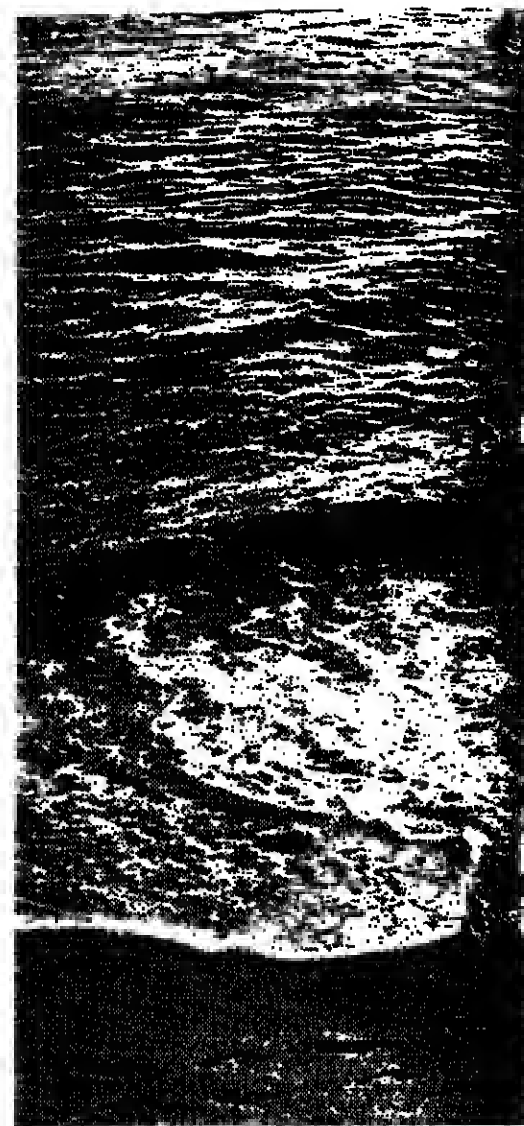
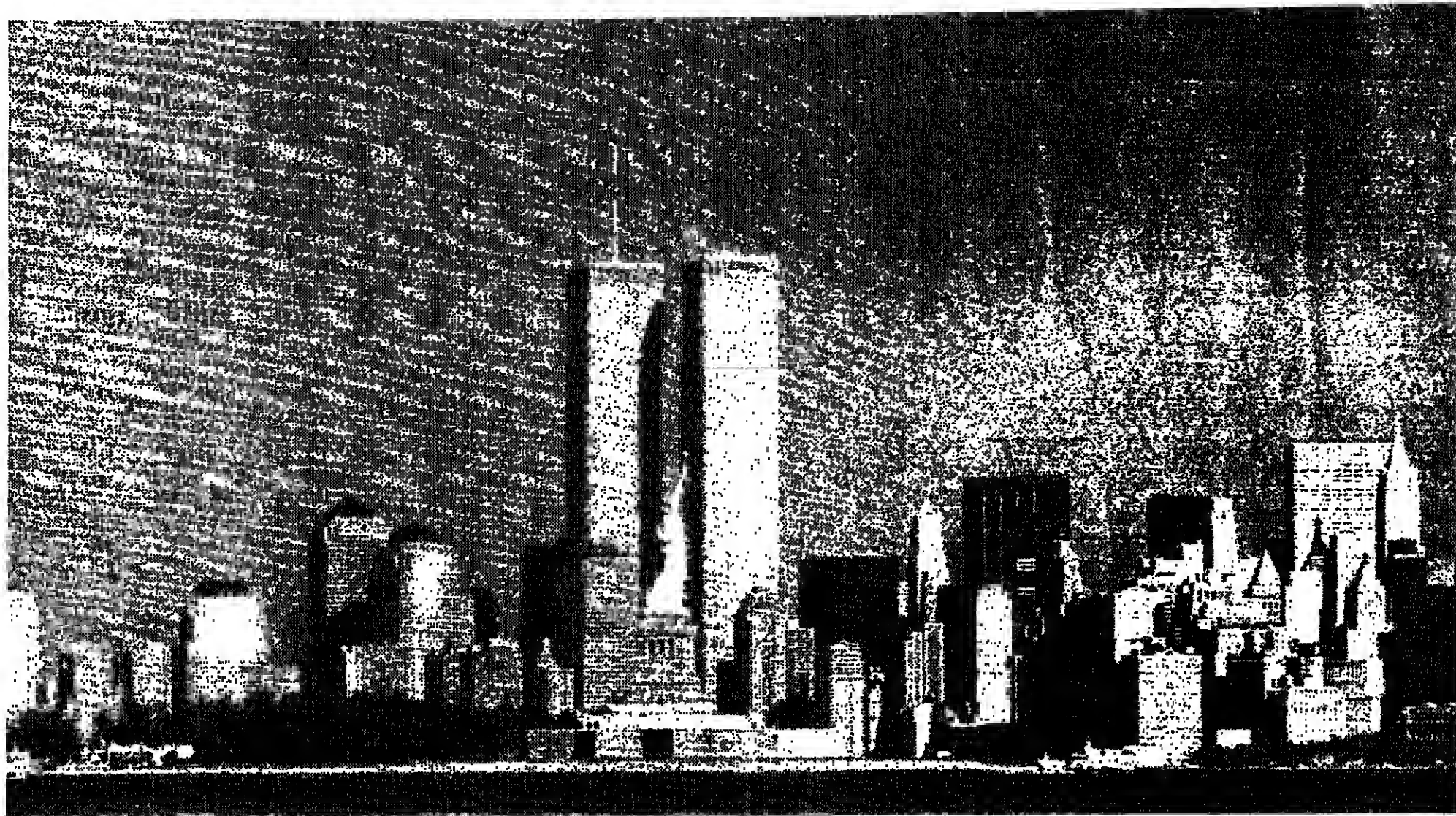
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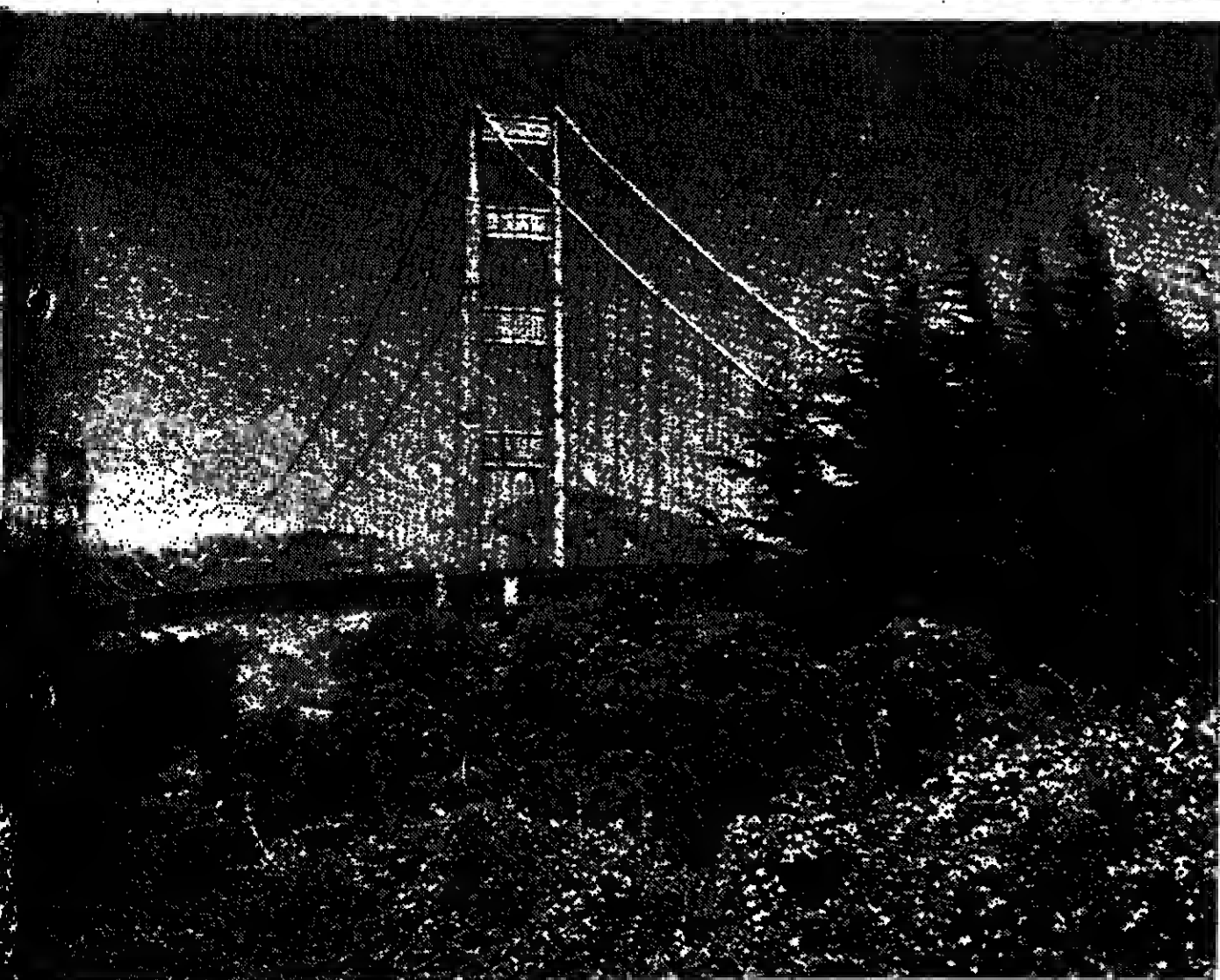
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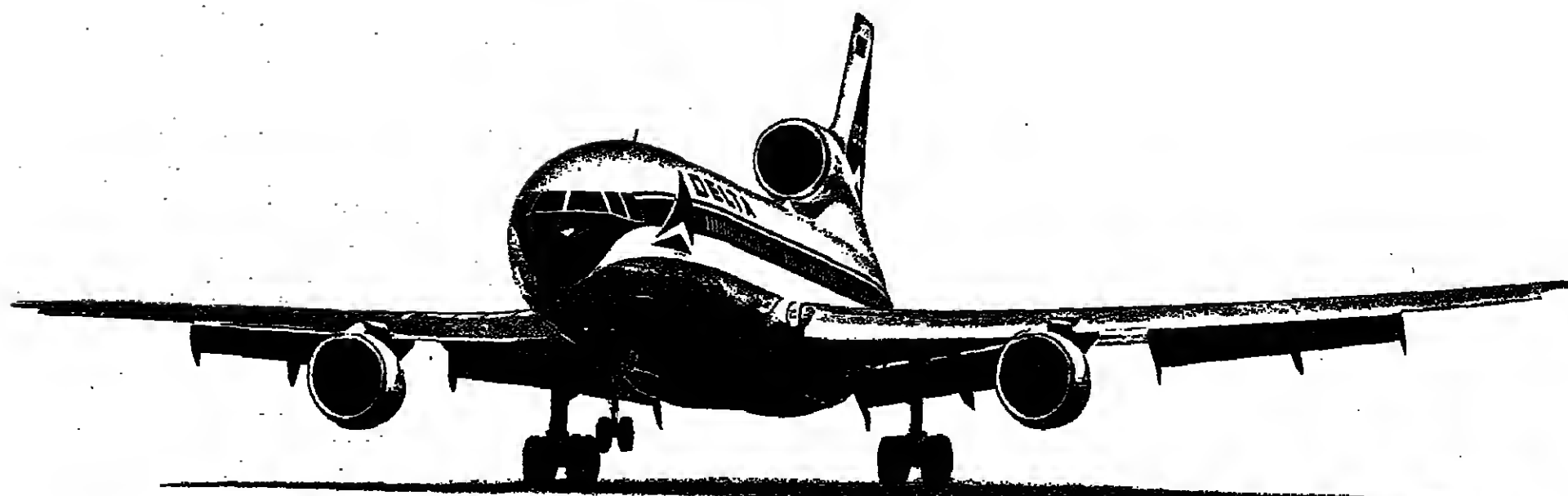
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MANAGEMENT

TIPS FROM THE TOP

Make it interesting between the covers

Eric Nicoli, chief executive of United Biscuits, offers advice on how to prepare an annual report

Few people can resist those magazine quizzes that claim to reveal your inner personality. So try this one on your corporate personality: pick up your annual report and approach it as a stranger might. Is it (A) meeting all fiscal requirements, retrospective, financially opaque, short on expensive visual interest, long on verbal camouflage? or (B) only the first two of the above, but more besides - financially transparent, visually interesting, well written and giving a clear, concise account of business issues past and present?

If you're instinctively happier with option A, and evidence from many UK companies suggests you are not alone, then move to my final paragraph. If you think there might be something in option B, read on.

At UB, we aspire to option B and the research we commission each year shows we are making progress, as our annual report becomes a recognised plank of our investor-relations programme. It is the one uniting document that we have for our company as a whole, and as we have to live with it all year, we prefer to make it count.

Of course the audiences of our annual report are diverse, but we have prioritised them

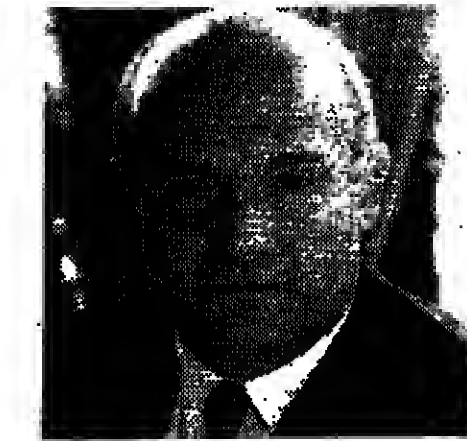
and we try to define appropriate messages. We can't be all things to all people, but we can structure the report so that the browser gets as much from it as the cover-to-cover merchant. As well as all the usual messages, we use our report to lay out our strategy to all stakeholders and show the progress we're making.

The easy bit is getting the report produced. Occasionally we hear nightmare stories of reprints and erratum slips. There is an easy way to avoid all this: sort out the internal mechanisms of tasks and responsibilities, only involving yourself in the process at useful and vital stages - and make sure you employ good people internally and an experienced design consultancy.

Your designers need to understand financial audiences, but most importantly you must help them understand your corporate culture and taste. We sit down from time to time with our designers and other people's annual reports. We sort them into those we like and those we don't.

Alarmingly, given the money that everyone spends on this exercise, the second pile is usually bigger.

It's important to give your team time to get a good job done. However, you need to



Don't let your finance people make any design decisions other than what colour the back pages should be

retain flexibility up to final copy deadline to make sure the messages are up to date. This year we turned our designers' hair grey with our negotiations to sell a large division, the Terry's Group, as we approached the print date. They covered the photographic content of the book every which way, finalising the cover only days before going to press.

This was probably a good thing, because the cover can be the topic of interminable debate. It has to reflect the content of the book, be different enough from the previous year, but also needs to reflect unchanging corporate values and

differentiate itself from your competitors.

The only subject more fraught than covers is how to shoot your board, photographically speaking. Make sure your designers employ a patient, experienced photographer who can work fast and with suitable regard for vanity. Don't be afraid of cheating - they don't all have to be there together and they won't all be beautiful. If necessary, resort to retouching: I'm thinking of having hair in next year's report. One final tip - don't let your finance people make any design decisions other than what colour the back pages should be.

Options A and B will cost you almost equal amounts of money. The design, production and printing of your annual report will cost you approximately 20 per cent of the audit fee to produce the financial accounts required in the back. The print bill will be at least 15 per cent; so the 5 per cent you spend on design, writing, photographic content, together with adequate amounts of management time can turn a fiscal necessity into a useful corporate tool.

Next Monday: Clive Thompson of Rentokil on how to commission a new corporate identity.

Down with super egos

Lucy Kellaway on tackling megalomania in the office



Naomi Campbell: a model example

tackle him quietly. He would accept that he was wrong." Some experts argue that there is little colleagues can do to soften the behaviour of office egos. The most difficult cases, says Kets de Vries, are businessmen who also own the company. "The only possibility is for that person to have a coronary - then you have a lever and can do something with them".

In public companies, there may be other more sympathetic figures of authority to turn to, but Kets de Vries warns that this could be dangerous. "The moment you blow the whistle, your head comes off." He reckons that if your boss has too high an opinion of himself, your best route might be to find another job.

He argues that these super egos are in need of professional help. He compares the role as psychoanalyst with that of alcoholics anonymous: "I try to wean them away from their Genghis Khan characteristics." Simply telling the truth may get nowhere. "Very often these people are like Teflon. The truth just slips off."

While colleagues may be unable to prick inflated egos, companies can help prevent them from puffing up in the first place.

Gerard Egan, professor at Loyola University, Chicago, has traced the careers of many business egos who have started out as entrepreneurial talents but have eventually brought about the downfall of their companies. He cites R.H. Macy, the US retailer, and Sunbeam-Oster, the household appliance manufacturer, as examples of companies where the boss's ego has contributed to a business's rise and fall.

Despite the financial damage tyrannical managers can do, few companies seem aware of the problem, argues Egan. Managers and supervisors who instinctively know when to confront, when to encourage, when to leave alone, are needed, yet companies put little effort into making sure their managers have and use these qualities.

All managers need someone who will be their confidant, who will quietly tell them when they have overstepped the mark. People who constantly lose their temper need a colleague to take them aside and tell them what they look like when they get really angry.

Companies can also retard the growth of egos by appraisal systems in which peers and underlings as well as their superiors give their views. This all-round view may discourage damaging behaviour before it becomes too deeply entrenched.

Not all big bosses let success go to their heads. Kets de Vries singles out Richard Branson for praise. Egan mentions Bill Gates. Those who have been bawled out for criticising Branson or have seen Gates' plans for a multi-million dollar underground bunker might not agree.

Yet the point is not that these two are modest. It is, as de Vries says, that they have "put their narcissism to good creative use".

How satisfying to be John Casablancas, head of Elite Model Management in New York. Last month he told his most famous model, Naomi Campbell, that he had had enough. He was fed up with her tantrums, fed up with her "greedy and demanding" ways and fed up with being "demeaned, used and abused". Never mind the large fees she brought in - she was out.

This story made world news not just because every trip of Campbell's on the catwalk is an event. The topping of a giant ego is a rare spectacle, and one much enjoyed at a distance by everyone who has to deal with egos themselves.

Tantrum throwing, foot stamping, sulking, uncontrollable super egos are not only to be found in 25-year-old models. Among writers, musicians, sportsmen, actors and chefs, famous egos abound. John Osborne, Dustin Hoffman, Marco Pierre White, John McEnroe, the list goes on.

Neither are big egos limited to "creative" people. Robert Maxwell may have been the biggest, but it is by no means the only example of an ego in commerce.

"You need narcissism to become a business leader. But when you get to the top, funny things start happening," says Manfred Kets de Vries, a practising psychoanalyst and professor at the Insead business school in Fontainebleau, near Paris. "People idolise authority figures, so senior executives tend to get surrounded by liars."

It is not difficult to spot when an ego has got too big. Super egos do not listen, they have to be in the limelight, their judgment gets wonky, they refuse to take blame, they have to be in control, they want the highest aeroplane and they surround themselves by yes-men.

Nearly every company has one, but how do you deal with them?

With most super egos, the Casablancas option is not open. Very occasionally directors get together and decide that the boss's rampant ego is a luxury the company can no longer afford. But for most of the time, the problem is one of containment and co-existence.

When a two-year-old child throws a tantrum, there are two possible courses of action. Either you take them on your knee and cuddle them, or you throw them in their cot and shut the door. With adult egos, the choice is a similar one. You can pacify them or you can confront them.

The first route involves kowtowing, but may in some cases be the best option. "You realise that they are on an ego trip, and you bow, scrape and tug your forelock. You play the game in the interests of a quiet life," says Peter Honey, a psychologist and management consultant.

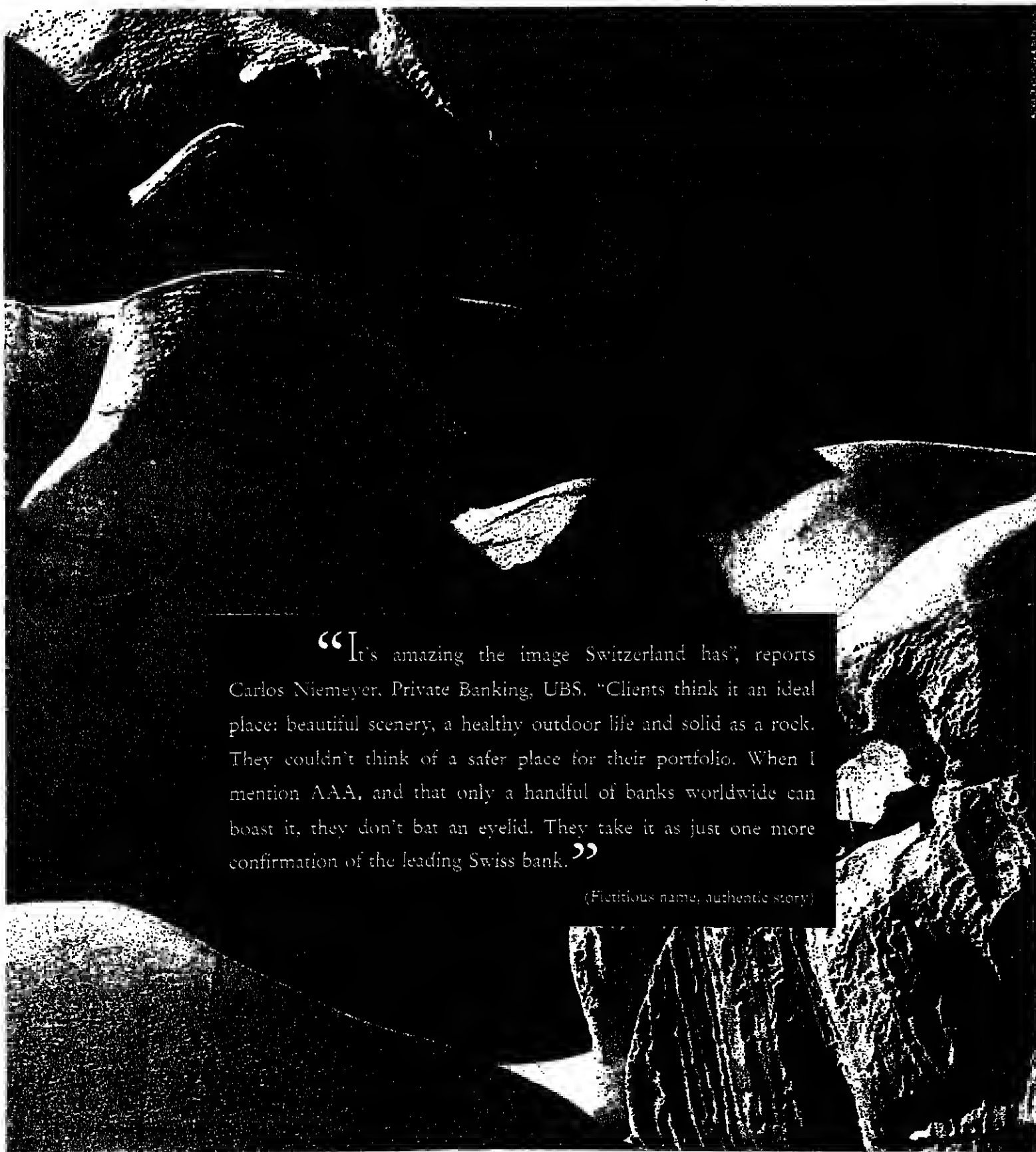
This may work for egos you only have to deal with occasionally. One literary agent who works for some famously bad-tempered writers has become adept at avoiding conflict. "I accept that my writers are entitled to be as difficult as

they like. I look for the warning symptoms. If I am dealing with someone who I know gets upset about their royalties, I try to anticipate that. There are other people that get apoplectic if I don't ring back in five minutes, so I try to be prompt."

The other approach is to take them on. This requires more courage and needs to be handled with care. "You have to choose when and on what issues. Work out where your bottom line is, and on everything else grin and bear it," says Honey.

Tim Halford spent 10 years with Armand Hammer, one of the biggest egos of them all. During that time he was fired four times and had back four times. His job routinely included such things as getting Hammer seats at the royal wedding of Prince Charles and Lady Diana Spencer in full view of the US television cameras. Yet Halford found his own way of standing up for himself.

"If you've got someone with an ego, you must never dent it publicly. With Hammer, if you were 100 per cent sure of your ground, it was possible to



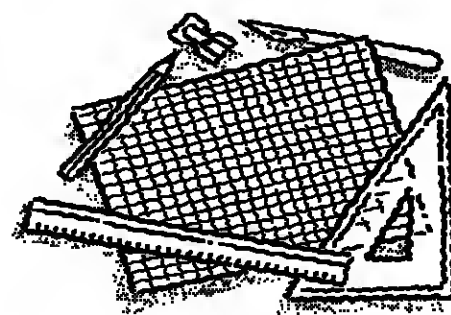
"It's amazing the image Switzerland has", reports Carlos Niemeyer, Private Banking, UBS. "Clients think it an ideal place: beautiful scenery, a healthy outdoor life and solid as a rock. They couldn't think of a safer place for their portfolio. When I mention AAA, and that only a handful of banks worldwide can boast it, they don't bat an eyelid. They take it as just one more confirmation of the leading Swiss bank."

(Flattering name, authentic story)

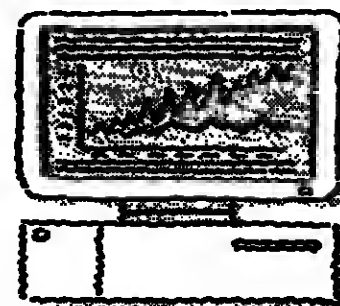
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AFT 1684

The first new production of the Royal Opera's 1993-94 season is the company's first new *Meistersinger* for 24 years. Its plentiful high spirits are distilled from a combination of bright primary colours, strong involvement in leading roles, innumerable pinpoint comic cameos, and a multitude of cheeky ingenuities of design and festive amusements in the final scene.

Of all the myriad ways of tackling Wagner's overflowing, inexhaustible masterpiece, this one is undoubtedly timely and aptly calculated. After decades of looking to Germany for its Wagner modes and manners, Britain's "international" opera company now chooses for itself a youthful British production team (Graham Vick, producer, Richard Hudson, designer). The conductor is Bernard Haitink, a Dutchman long cherished as one of the glories of British musical life. Apart from the Swedish *Walther*, the cast is entirely anglophone, and full of expectation-arousing newcomers to their roles.

By all these collaborators the overall "accent" of the performance has been decided with conviction and decisiveness. The design style is a brilliant theatrical recreation of Bruegel. In all his earthy red-bloodedness, and Bosch. In all his fantastic inventiveness. Hudson's scene-settings (expertly lit by Wolfgang Gobel) are no simple tableaux-vivants but a marriage of 16th-century and late 20th-century artistic vision.

The tricks enacted with scale and perspective - sometimes broadly jokey, as in the start to Act 2, sometimes wildly surreal, as in the riot, with figures dangled madly from apertures in the roof - are at once post-modern and authentically "period". Costume colours in the finale likewise: cod-pieces flying, this is a Bruegel public jollification filtered through the production team's 1990s theatrical intelligence.

In many ways Covent Garden showed us one of the most broadly enjoyable of *Meistersinger* stagings. No doubt it is pure critical curmudgeonliness to have spent Friday evening as I did, simultaneously celebrating and regretting the production stance. At certain



Forceful Wagnerian: John Tomlinson as the shoemaker Sachs in Covent Garden's new *Meistersinger*

Opera/Max Loppert

High spirits in Nuremberg

points this regret was easily explained: after so much naughty knockabout the gloriously hushed close to Act 2 goes almost unrecorded - except by the intrusive squeaks of the mobile set-partitions as they return to home base.

Generally, though, it took the form of a growing awareness that the breadth, depth and, above all, quiet centre of the music were awakening precious few echoes in the events on stage. So much personalised detail among the *Meistersingers*! So many pratfalls for David and his workmates! So little evening shade and reflective calm in the Act 2 streets of Nuremberg - and only one parched-looking linden tree!

Repeatedly I found myself longing for a *Meistersinger* less determinedly upbeat. Darker shadows are there for the searching-out; and while the notion of *Meistersinger*-as-Nazi triumph - as recently explored in a controversial Frankfurt production - might be inappropriately

downbeat for a Covent Garden audience, the opera affords a more complex experience than here suggested.

Two additional possible causes for these mixed feelings suggest themselves. The first is that Haitink, at his best a Wagnerian of incomparably muscular, direct grip, seemed for the first two acts to be exercising that grip excessively hard. The sound was often oddly abrasive, unblended, with "interesting" stray ends of brass and choral timbre allowed to protrude, and solo voices sometimes covered. The beautifully thoughtful moulding of the Act 3 gave a taste of the settled-in Haitink *Meistersinger* son (no doubt) to be achieved.

The second concerns the new Sachs, John Tomlinson, a serious, forceful, deeply committed artist already much prized as a Wagnerian on the Continent and here receiving his belated "big chance" at Covent Garden. The voice is a mighty instrument - and goodness, how mightily he uses it! On

this evidence his bass lacks nothing in Sachs stamina and range but (to my mind) almost everything in Sachs *Innigkeit*, meditative melancholy, gentleness of statement, and all the other Sachs qualities dependent on legato line steadily sustained. Leaping about like a neurotic leprechaun, Mr Tomlinson certainly captures the shoemaker's restless energy; in voice and person this Sachs is all of a piece.

The rest of the cast promote more traditionally Wagnerian vocal values, though peak form eluded most of them on Friday. Costa Winberg's *Walther*, handsomely solid and well-balanced of tenor timbre from beginning to end, needs to produce more personality, more conversational vitality; Deon van der Walt's David, so full of bounce, needs to find more charm and sweetness in his Act 1 recitation; Nancy Gustafson, an Eva of picture-book good looks and apt vocal warmth, needs to make far more of her words. Two Covent

Garden "old hands" at this opera - Gwynne Howell (Pogner), Anne Howells (Magdalene) - gave great pleasure.

And so does Thomas Allen's first Beckmesser, easily the greatest of the evening. It is perhaps a problem - but more for others on stage than the audience - that much of the finest singing should be delivered by this particular character, but there is more to the performance than excellently clean, stylish, colourful vocalisation. In a brilliant feat of character observation, with dead-fish hands a-flutter, spectacles a-fidget, glances madly snatched, with point and purpose in its tiniest eyelid-flicker, Beckmesser's warped intelligence and swiftness of perception are newly imagined. And, as a result, the whole opera is newly enlivened and enriched.

Royal Opera, Covent Garden: In repertory until November 13; sponsored by Cable & Wireless and Friends of Covent Garden

Architecture/Colin Amery

The power of prudence

It stands like a blushing giant dwarfing its insipid neighbours. Alfred Waterhouse's (1830-1905) Gothic palace for the Prudential Assurance company has confidently gazed out on London's High Holborn since its arrival in 1879. This week the Queen is to take tea there to mark the completion of a total refurbishment and rebuilding programme which the Prudential Corporation initiated in 1989.

I have always thought that "the Pru" was a wonderful building that guarded a great secret. I recall vividly the excitement of glancing through the great Gothic entrance gates as a child and seeing the dark silhouette of the winged bronze angels on the war memorial. Two huxum lady angels dip their uncovered breasts towards the limp and almost skeletal body of a dead British soldier. Was he insured with "the Pru"? does he feel the sense of confidence that emanates from these sturdy red walls? Part of the power of the building comes from the power of "the Pru". Insurance companies became very rich and powerful in the 19th century and their headquarters in the City of London and their branches around the country were designed to exude stability and, indeed, prudence.

It was natural for a company such as the Prudential to commission the leading Victorian commercial architect. In the shape of Alfred Waterhouse, he was rightly renowned for his clear planning and for his enthusiasm for a free, picturesque Gothic style. His great works that survive are London's Natural History Museum and the Town Hall in Manchester. His most successful design was sadly never built. It was a competition design for the Law Courts in the Strand which Waterhouse prepared in 1866.

The competition was won by George Edmund Street but Waterhouse's scheme was far more romantic, with tall Gothic towers that would have rivalled the Palace of Westminster and turned Thameside London into a second Camelot. Waterhouse must have been a strange mixture. He came from a Quaker Liverpool family, and yet, was clearly a deeply romantic artist. His

work combined the two sides of his character: his plans were brilliantly workable and his experiments with new materials and new forms of construction highly successful, and yet no one designed more romantic skylines or painted more delicate watercolours. He was that rare thing, the artist-architect who was supremely practical.

Waterhouse gave the Prudential's head office the sense of reliability and permanence that the company clearly wanted. The big, central Gothic tower over the entrance to the inner court does not soar to heaven: it has a solidity, despite its spired pyramid roof. There is less detail here than Waterhouse was to apply to the Natural History Museum and much of the internal decoration, although good, is economical and repetitive. Faience tiles and ornaments gleam after the refurbishment; their vivid colours, especially the sharp yellow, are very vibrant. In 1989 the great halls did not seem to suit the arrival of personal computers. The days of thousands of clerks had passed. The company wisely decided to restore and refurbish the best of the old buildings and to redevelop the rest of the site over which they had spread, between Holborn, Leather Lane, Geville and Beauchamp streets. Seen from the air, there is now more new than old building on the site. The Prudential's own architects and the firm, EPR Architects, have added two new buildings and four glazed atria providing many lettable offices as well as the streamlined modern offices within the listed buildings.

There are big gains. Waterhouse Square is now at the centre of the site and is a public right of way in daylight hours. It provides a quiet pedestrian square and an opportunity to see much more of Waterhouse's original buildings. The view of the glazed bridge by Waterhouse is particularly intriguing. What were his sources for this glass bridge of sight? His use of terracotta is everywhere, demonstrating how sensible and practical it is for the damp northern European climate.

And what of the new work? The Prudential's tradition of patronage continues, particularly in the public spaces of the new offices. In their own main entrance hall, the company has commissioned a work from a young sculptor, Sally Matthews. "The Dogs and the Peacock" is a free-ranging group of lurcher dogs chasing a peacock across the reception hall and up to a high balcony. It symbolises man's faithful friends chasing away vanity and pride. I have to say that although the work is good of its kind, it does not seem to work in this space.

The other new element of this project is the entrance hall to the speculative offices called No. 2 Waterhouse Square. It has become almost the norm for developers to invest a great deal of time and talent in the design of a huge atrium or hall as an approach to what are essentially mundane serviced office floors. This new atrium is no exception, an almost circular space with a sweeping marble staircase that rises behind a ramped curved wall. I had a distinct impression that I had somehow strayed from the Victorian propriety of Waterhouse's Gothic halls to some millionaire's marble folly in Miami. I have to admit, however, that I was fascinated by the centrepiece of this extravaganza which is a sculptural installation of a great granite sphere which is constantly supported on a pad of water under high pressure that allows it to spin freely, despite its enormous weight.

Waterhouse has been much blessed by this redevelopment. His version of the Gothic does not seem a pale imitation of the medieval. It shines out in its new surroundings as an intelligent, prudent and measured exercise of Victorian civic architecture at its best.

I am sure the masters of the Prudential Corporation are familiar with the Titian in the National Gallery that shows the triple human-headed figure of Prudence and bears an inscription that could be roughly translated as a motto for this redevelopment that has married past and present with some success: "From past experience the present acts prudently lest a future action be vitiated."

Theatre/Andrew St George

Jamais Vu, Always mad

At the start of his one-man show *Jamais Vu* at the Cottesloe Theatre, Ken Campbell scans the National Theatre's programme to check what he is supposed to be doing. While the David Hare trilogy continues at the Olivier Theatre, Campbell's own remarkable trilogy can be seen on Saturday 23 October at the Cottesloe. After all, he opened the theatre in 1977 with the eight-hour *Illuminatus*.

Jamais Vu feels like the third leg of a quagmire. Its forerunners are *Revolutions of a Furthe Nudist* (1983) and *Pigspurt* (1992). The shows are made up of personal stories which Campbell says he dare not tell his friends: "But it seems all right if people have paid." *Revolutions* led Campbell into a case of "enchanted vanishment" tracking down a vanisher from King's Cross to St John's, Newfoundland; *Pigspurt* led him on a sociobiological quest based on the shape of his nose.

Campbell's style is perplexing, infuriating and refreshing; sometimes hilarious, often

scatological, and always mad. It is no accident he went to school in Barking. His contribution to British theatre is radical and immense, including a 22-hour show at the ICA and the Science Fiction Theatre of Liverpool; and he has shaped portrayals of lunacy in other media, from *The Hitchhiker's Guide* for radio to his own *The Madness Museum* for television.

Quintessential Campbell is a dizzying monologue which defies gravity before toppling into itself; add the twitching right foot, the eyebrows like elevators and the nasal twang of his voice, and Campbell materialises. In *Jamais Vu* he uses a sink plunger to model his narrative. This is nowhere near as fine of funny as its precursors, but it does deviate into sense and wit.

The impossible story turns on a notice outside the hut of Chief Jack Naira of Tanna in the South Pacific: *We believe that Prince Philip is the original of Tanna and we want him to return home*. This information takes Campbell to the Usbridge Secure Unit to talk to

a member of the Ice Age elite, then to discrepant paperback and hardback versions of a Prince Philip biography and on to a world of bicycle clips and Pidgin English: *What-name you-me makim something?* or *What shall we do?*

En route he stops for the occasional *opercu*: judges are law students who get to mark their own exams, "Guardian columnist" David Mellor has "the look of perhaps going to be witty in a minute", and John Birt of the BBC is "an alien inadequately briefed, a man with a talent for retrospective absence".

The deconstructive chaos is deftly scripted, patterned and now published. Campbell's brilliance is his bravery and his disregard for what others think of his kind of intelligence. Colin Watkeys tries to direct.

Jamais Vu is at the Cottesloe Theatre (071 928 2252) on 13, 14, and 22 October. *Furtive Nudist*, *Pigspurt* and *Jamais Vu* are at the Cottesloe on 23 October. *Jamais Vu* is also at the Riverside Studios (081 748 3354) from 3 to 23 November



Ken Campbell: brave and chaotic in 'Jamais Vu'

Concert/Richard Fairman

Strauss and Stravinsky

It was the small size of its audiences that originally prompted the BBC Symphony Orchestra to shift some of its South Bank concerts into the smaller Queen Elizabeth Hall. Having made the move, it has evidently decided to turn economic necessity into musical virtue.

Although the orchestra's Strauss and Stravinsky series mostly consists of full-scale works being played in the Royal Festival Hall, Friday's concert was in the QEII and stripped the BBCSO down to chamber-orchestra proportions. The programme explained in some detail how the two composers of this series have nothing in common - an uncontroversial opinion, except that this particular evening showed them heading down very much the same retrospective path.

All the music was signposted "neo-classical". Richard Strauss's *Suite from Le Bourgeois Gentilhomme* evokes the

world of Beaumarchais with minuets, the once *enfant terrible* of a composer prancing round in a perumed wig. Stravinsky's *Dumbarton Oaks* draws its style from Bach and *Pulcinella* its material from Pergolesi. It would be interesting to create a series examining why these forward-looking composers preferred to look back in middle life.

A few years ago it would have been difficult to imagine the members of the BBCSO exposing themselves to music-making on a small scale with any confidence of success, but these days the orchestra has no reason to be afraid. The playing of a dozen or so soloists in *Dumbarton Oaks* was trim, accurate, exactly rhythmic, down to the precise double-dotting of the horns.

We know from his Strauss in the opera-house (and *Daphne* at the start of this series) that Andrew Davis is able to sort out the complex textures of a

Straussian orchestral score with lucidity. His performance of the *Suite from Le Bourgeois Gentilhomme* was tightly controlled, but also characterful, witty, cool-headed and chaste where others might surrender to its lush moments.

As to the *Pulcinella*, there was no comparison between this and Simon Rattle's recent performance at the Proms, which in retrospect was effortful and sluggish (though he did have more players weighing the music down). Davis and his chamber-sized BBCSO had shed pounds of excess fat and emerged slimmer, fitter, scintillating in the way one always imagined this music should be. Lynne Dawson, John Graham-Hall and David Wilson-Johnson made a fine trio of vocal soloists. Unqualified delight.

Final Strauss and Stravinsky concert at the Royal Festival Hall on 12 October

INTERNATIONAL ARTS GUIDE

BERLIN

OPERA/DANCE
Deutsche Oper The company has just returned from a month in Japan, and will present an illustrated report of the tour on Thurs. Repertory performances begin on Fri with Peter Schaufuss' production of *Nutcracker*, followed by *Die Zauberflöte* on Sat and *Der Rosenkavalier* on Sun (341 0249). Staatsoper unter den Linden Repertory includes Tannhäuser, *Macbeth*, *Giselle* and Roland Petit's new ballet inspired by the paintings of Otto Dix. Oct 30, Nov 7, 14: Daniel Barenboim conducts Harry Kupfer's production of *Parsifal* (200 4762/2035 4494).

CONCERTS
Schauspielhaus Tonight: Daniel Nazzari conducts MDR Symphony Orchestra in works by Grieg and Mendelssohn, with piano soloist Lars Vogt. Wed and Thurs: Zoltan Pesko conducts Berlin Symphony Orchestra in works by Zemlinsky and Mahler (2030 2156). Philharmonie Tomorrow: Pinchas Zukerman, accompanied by Marc

Nalkrug, plays violin sonatas by Mozart, Beethoven and Mendelssohn. Wed, Thurs, Fri: Claudio Abbado conducts Berlin Philharmonic Orchestra in a Mahler programme, with soprano soloist Barbara Bonney (the orchestra is on tour in North America Oct 17-Nov 1). Sat: Maurizio Pollini plays Beethoven piano sonatas (2548 8232). Staatsoper unter den Linden Fri and Sat: Georg Solti conducts Haydn's *The Creation* (200 4762/2035 4494).

NEW YORK

THEATRE
● *Later Life*: A.R. Gurney's witty and perceptive new play about the reunion after 30 years of a man and woman who were once in love (Westside, 407 West 43rd St, 307 4100).

● *Angels in America*: the first half of Tony Kushner's epic, free-wheeling play about gay life, Reagan-era politics and Mormonism. Not to be missed (Walter Kerr, 219 West 48th St, 239 6200).

● *She Loves Me*: the 1963 Book, Herlihy and Masteroff musical makes a long-awaited return to Broadway in a transfer of Scott Ellis' Roundabout Theatre production first seen in June. A delicate, unabashedly simple story, with all the humanity, integrity and charm that Broadway's glitz-laden mega-musicals lack (Brooks Atkinson, 256 West 47th St, 307 4100).

star performance from Chita Rivera in the title role (Broadhurst, 235 West 44th St, 239 6200).

● *Annie Warbucks*: Kathryn Zaremba, an infant phenomenon if ever there was one, has the title role in this beguiling sequel to *Annie* (Variety Arts, Third Ave at 14th St, 307 4100).

● *Fool Moon*: a comic entertainment written and performed by David Shiner and Bill Irwin, with music by the Red Clay Ramblers (Richard Rodgers, 226 West 48th St, 307 4100).

● *The Sisters Rosensweig*: Wendy Wasserstein's play, a comedy with serious undertones, about the reunion in London of three American Jewish sisters (Ethel Barrymore, 243 West 47th St, 239 6200).

opera about Marilyn Monroe (870 5570). City Center Martha Graham Dance Company is in residence till Sun (581 1212).

CONCERTS
Avery Fisher Hall Tomorrow: Kurt Masur conducts New York Philharmonic in works by Glinka, Tchaikovsky, Liszt and Janacek, with violin soloist Sarah Chang. Thurs, Fri morning, Sat and next Tues: Zdenek Macal conducts Rosini, Mozart and Dvorak, with flute soloist James Galway. Fri evening: Seiji Ozawa conducts Boston Symphony Orchestra in New York premiere of Henza's Eighth Symphony, plus works by Berlioz. Oct 22: Masur conducts Leipzig Gewandhaus Orchestra (875 5030).

OPERA/DANCE
Metropolitan Opera Repertory for the next two weeks consists of *Fidelio* with Gabriela Benackova and Marie McLaughlin, *Tosca* with Maria Guleghina and Sherrill Milnes, *Madama Butterfly* with Yoko Watanabe and Richard Leach, and *Die Zauberflöte* with Dawn Upshaw and Hans Sotin. Placido Domingo sings the title role in a new production of Verdi's *Stiffelio* opening on Oct 21 (362 8000). State Theater This month's New York City Opera repertory includes *Tosca*, *Madama Butterfly*, *La Rondine*, *Carmen* and *The Mikado*. There is a final performance tomorrow of Ezra Laderman's new

opera about Marilyn Monroe (870 5570). City Center Martha Graham Dance Company is in residence till Sun (581 1212).

CONCERTS
Avery Fisher Hall Tomorrow: Kurt Masur conducts New York Philharmonic in works by Glinka, Tchaikovsky, Liszt and Janacek, with violin soloist Sarah Chang. Thurs, Fri morning, Sat and next Tues: Zdenek Macal conducts Rosini, Mozart and Dvorak, with flute soloist James Galway. Fri evening: Seiji Ozawa conducts Boston Symphony Orchestra in New York premiere of Henza's Eighth Symphony, plus works by Berlioz. Oct 22: Masur conducts Leipzig Gewandhaus Orchestra (875 5030).

PARIS
OPERA/DANCE
Opéra Bastille This month's repertory is *Der fliegende Holländer* and *Les Contes d'Hoffmann*. The Wagner (final performances tonight, Wed, Fri, next Mon) is staged by Werner Herzog and conducted by Myung-Whun Chung, with alternating casts. The Offenbach (next performances tomorrow, Thurs, Sat) has a cast led by David Rendell, Gregory Yurish and Luciana Serra (4473 1300).

Palais Garnier Twyla Tharp and Dancers are in residence from Wed till Sat with two programmes. Oct 23-Nov 3: Ballet de l'Opéra de Paris presents a Jerome Robbins programme (4742 5371). Théâtre de la Ville French choreographer Karina Saporta presents a new work featuring dancers of the Centre Chorégraphique National de Caen. Daily from Wed to Sat (4274 2277).

JAZZ/CABARET
● Chubby and Duffy Jackson Quintet, pairing veteran swing bassist Chubby with his virtuoso percussionist son Duffy, are in residence this week at Lionel Hampton Jazz Club. Music daily from 22.30. Oct 18-30: New York Voices (Hotel Meridien Paris Etoile, 81 Boulevard Gouvion St Cyr, tel 4068 3042).

● Paris International Jazz Festival takes place during the last 10 days of the month, with a line-up including Betty Carter, Steve Grossman Quartet and Bill Evans Band. Concerts take place at Théâtre de la Ville and Maison de Radio France (4274 2277/4230 1516).

THEATRE
Jorge Lavelli's Avignon Festival production of Edward Bond's latest play, entitled *Maison d'Arrêt*, opens on Wed at Théâtre National de la Colline (4366 4360). Bob Wilson's stage adaptation of Virginia Woolf's *Orlando*, starring Isabelle Huppert, runs daily except Mon till Oct 24 at Odéon-Théâtre de l'Europe (4441 3636). Théâtre de Gennevilliers has Shakespeare's *Macbeth*, directed by Bernard Sobel, till Oct 31 (4783 2630). Théâtre Nanterre-Amandiers has Eugene O'Neill's *Desire* under the Elms, directed by Matthias Langhoff, till Nov 4 (4614 7000).

ARTS GUIDE

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The grey, trawler-like ship moored in front of the famous steps at the port of Odessa flies one of the rarest sights on the sea: the blue cross and trident emblem of a Ukrainian naval flag.

The Slavutich, an intelligence-gathering vessel, represents a quarter of Ukraine's fledgling navy. During its two-year naval dispute with Russia, independent Ukraine has bagged one light frigate that defected from the rest of the fleet and has commissioned ships that were under construction at its shipyards - a frigate, another light escort ship and the Slavutich. It also has a hovercraft.

The remainder of the once-proud Black Sea fleet, which traces its traditions back to Empress Catherine the Great of Russia, remains in an extraordinary post-Soviet limbo.

A summit on September 3 between Ukraine's President Leonid Kravchuk and Russia's President Boris Yeltsin at Massandra in the Crimea appeared to have settled the fleet's future status. Ukraine would give up its entitlement to half the 300-vessel fleet. In exchange, Russia would write off Ukraine's debts to it for oil, gas and electricity, estimated at \$2.5bn.

But Ukraine has been backtracking ever since. A joint Ukrainian-Russian commission was set up for more detailed discussions, but the Massandra pact now seems to be a dead letter. The other agreement reached there, allowing Russia to take away strategic nuclear weapons deployed in Ukraine, has also run aground, with the two sides differing about what they actually signed up to.

Mr Yeltsin negotiated the naval deal from a position of strength. From a Russian viewpoint, it seemed financially quite generous. Mr Kravchuk had to take it or leave it. But back in Kiev Mr Kravchuk met stiff opposition inside and outside the government. The first question put by a journalist was how he felt about betraying his country. His defence minister at the time, General Konstantin Morozov, quickly distanced himself, saying he could not be responsible for defending Ukraine's southern flank if the deal was implemented. He quit the government last week.

Ukrainian officials now say the agreement was only to study the question of a sale, emphasising that the ships-for-debt scheme was a Russian proposal.

A navy all at sea

Ukraine is backtracking on the Black Sea deal, says David White

Last week's violent showdown in Moscow between Mr Yeltsin and his political opponents has complicated the issue still further - reinforcing the Russian military's political influence and at the same time making Ukrainians even more wary of their volatile big neighbour.

The fleet, with 70,000 personnel, about 40 major warships, 18 submarines, some 250 other vessels and a similar number of aircraft and helicopters, has been the focus of tension between the two countries. But more contentious than the ships themselves are the shore-based support facilities, above all the Crimean headquarters.

Kravchuk warned: 'We could well have lost both the fleet and the Crimea'

Sevastopol, Russia's now disbanded parliament outraged Ukrainian nationalists by questioning the Crimea's status as part of Ukraine and passing a resolution in July claiming Sevastopol. The Crimea, with a majority Russian population, was given to Ukraine in 1954, when no one foresaw the break-up of the Soviet Union.

Mr Kravchuk, trying to justify himself on television, warned that pressing Ukraine's naval claims could have sparked a revolt. "We could well have lost both the fleet and the Crimea," he said.

Kiev's position is that the Russian and Ukrainian navies must be separated and that the Russians must, in time, withdraw from Ukraine. Officials say facilities could be shared while Russia builds an alternative base. Ukraine proposed at Massandra including a protocol about renting Crimean bases.

But, say the officials, the Russian side would not accept the concept of rent, since that would acknowledge Ukraine's ownership.

Earlier accords have been equally flimsy. Moscow's first plan was to assign the fleet, or at least its main warships, to the Commonwealth of Independent States' joint forces. In January last year, a framework agreement was reached to give part to Ukraine. There followed three summit deals prior to Massandra.

● June 1992, in the Russian Black Sea resort of Dagomys. The fleet would in principle be split.

● August 1992, at Yalta. Up to 1995, the fleet would come under a joint commander, answering to both presidents. This was unpopular in Ukraine.

● June 1993, in Moscow. The fleet would be split 50-50, with joint use of Sevastopol. This latter plan, implementation of which was due to start in September, provoked near mutiny among the fleet's conservative, Russian-dominated officer corps. The joint commander, Russian Admiral Eduard Balin, called it "ruinous". He had to stop his officers repeating their protest of the previous month, when two-thirds of the fleet hoisted the Tsarist-era Russian naval flag, a blue St Andrew's cross.

For now, the fleet's warships have orders to fly the Soviet navy flag, one of the last remaining institutions to carry the old emblems. But tugs and other auxiliaries in Sevastopol fly Russian ensigns, and a corner of the harbour is reserved for the tiny Ukrainian-flag navy. It is, according to one military observer, "a complete farce".

Ukraine is clearly ready to relinquish at least part of its theoretical 50 per cent share. Officials admit the fleet is of less military than economic interest to the country. "Many of the ships are old. We can sell them... to Russia or another country."

On the other hand, the Ukrainians want to build up a proper navy to protect their 600-mile coastline and shipping lanes. By 1995 they will have 10 warships built. Shortly to join the fleet is a guided-missile cruiser, provisionally christened Bohdan Khmelnytsky, after the 17th-century leader of a Cossack rebellion against Poland. Ironically, the same man is held responsible for subsequently subjecting Ukraine to the rule of Moscow. For nationalist Ukrainians it might seem a bad omen.

Mr Paul Moulton, the head of Costco Europe, a subsidiary of the US group, jokes about his recent visit to the UK Department of Trade and Industry to discuss plans to bring warehouse clubs - which offer cut-price goods to members in no-frills stores - to the UK.

"Who did I have to speak to?" he asks. "A guy named Sainsbury."

The reference is to Mr Tim Sainsbury, trade minister and cousin of Mr David Sainsbury, chairman of one of the UK's biggest retailers, J Sainsbury. Mr Moulton does not imply any impropriety in the relationship between the group and the DTI: his point is that, for outsiders trying to enter the UK retailing market, chains such as Sainsbury, Tesco and Safeway are powerful and ubiquitous opponents.

Now the "big three" chains have taken the unprecedented step of launching joint legal action against their potential competitor. The High Court will next week hear an application from the three for the quashing of planning consent for Costco's first UK warehouse club, at Thurrock, Essex. They say it was wrongly assessed as a wholesaler, rather than as a retailer.

The superstore chains have instigated legal action, on the same grounds, against another warehouse club project by UK cash-and-carry operator Nurdin & Peacock at Wednesbury, West Midlands.

The "big three" say they are opposing the clubs on a point of principle in planning law. But Mr David Poole, chief executive of Nurdin & Peacock, accuses the big three of a "sinister" attempt to "strangle warehouse clubs at birth".

Nervousness on the part of the big grocers caused by the arrival in the UK of a new breed of retailer is understandable. In the US, the five biggest warehouse club chains have grown from virtually nothing to sales of more than \$23bn last year. Their combined operating profits exceeded \$760m.

The concept of warehouse clubs is simple. They use large sheds to sell a range of about 3,500 goods, from cat food to camcorders, at low prices - 25 per cent or more below high street prices - to a limited membership of trade customers and individuals.

Costs are kept low by selecting cheaper sites that many retailers would reject and cutting frills, such as expensive fittings. The clubs make money by shifting large vol-

Neil Buckley on a row between UK supermarkets and newly arrived warehouse clubs

New boys braced for store wars



umes and from the \$25 to \$35 annual fee levied on members.

Goldman Sachs, the US investment bank, has forecast that the clubs could turn the UK retail scene upside down and achieve sales of £2bn a year within 10 years. As super-market margins in the UK are typically two to three times higher than in the US, warehouse clubs would not have to cut their margins as much to undercut the opposition.

But if this spells uncertainty for UK retailers, the stakes for Costco are also high. Its drive to expand overseas is prompted partly by the much tougher conditions which US warehouse clubs face at home.

Increased competition has led to saturation in some areas, while general-purpose outlets such as Costco are being challenged by a new generation of clubs specialising in products such as electrical goods. Last summer, Price Co, which pioneered the warehouse club business, was forced into a distress merger with Costco.

The big three UK supermarkets insist fear of competition is not the reason for their battle against Costco and N&P. They say it is unfair that warehouse clubs are classified as

wholesalers. Planning consent is easier to obtain for wholesalers than for retailers because less detailed information is required on, say, the impact on other shops or the environment. The supermarkets say that in the US individuals, as opposed to businesses, account for about 35 per cent of warehouse club customers and a higher percentage of turnover.

The fears that the big retailers may have about the new arrivals could be unnecessary

"We are not interested in denying warehouse clubs their place in the UK market," says a spokesman for the big three. "We are just asking for everyone to have to play by the same rules."

The government has tried to clarify the dispute. A department of the environment planning policy guidance note, PPG6, advises local authorities that "planning decisions should regard [warehouse clubs] as retail uses". Mr John Gummer, environment sec-

retary, told Conservatives in Blackpool last week he would "clamp down on shops which masquerade as warehouses to avoid planning restrictions". But PPG6 does not have the force of law and has been disregarded by Hertsmere borough council, Hertfordshire, which last month awarded wholesale planning permission for a second Costco warehouse club, at Bushey, outside London.

Safeway, Sainsbury and Tesco say they want to establish a legal definition of warehouse clubs as retailers to confirm the government's policy guidance.

For Costco, Mr Moulton disputes that warehouse clubs are retailers, saying that Costco is aiming to attract business from trade customers. He expects most customers to be small independent shops, restaurants and cafes. But Mr Moulton says the food superstores' case is largely based on allegations that Costco failed in some cases to follow planning procedure to the letter. "It is over process rather than issues," he says. Safeway, Sainsbury and Tesco are, he believes, trying to obstruct Costco.

Even if Costco lost, next week the long-term future of

warehouse clubs need not be jeopardised. It could delay and push up the cost of Costco's projects at Thurrock and Bushey, and N&P's project at Wednesbury, forcing them to submit new applications for planning consent. Future developments may take longer and cost more in the planning stages. But the advantage warehouse clubs have in being able to use cheaper sites will remain. Mr Richard Hyman, chairman of Verdict, the retail research company, says: "Will a negative judgment put their costs up? Yes. Will it make them pay a bit more for their land? Yes. Will it stop them? Definitely not."

However, the fears that the big retailers may have about the new arrivals could be unnecessary. Verdict estimates that, in the foreseeable future, the clubs are unlikely to account for more than about 2 per cent of the total retail market. "Evidence in the US is that the clubs cream off a little bit of business across a range of sectors," says Mr Paul Morris, retail analyst at Goldman Sachs.

Moreover, the big three's campaign could have backfired. One senior executive of a warehouse club operator says: "A few months ago, I was sitting with the marketing director wondering how on earth we could educate the British public about warehouse clubs. The supermarkets have done the job for us."

Some retail industry observers believe that the big three's action reflects their problems. The recession, customers' price sensitivity, the influx into the UK of other cut-price operators such as Aldi of Germany, and the increasing number of stores chasing sales in a fairly static market, have put extra pressures on the large supermarkets.

"They are feeling very vulnerable," says Mr Hyman. "In no other retailing sector have the leading players' share of the market been under such control. But for the first time for a decade, these people don't know what is going to happen six or 12 months down the line."

Critics who see the big supermarkets' joint efforts to halt the warehouse clubs as evidence that they are really a cosy cartel may be exaggerating. Yet the vigour of their response suggests they may fear a bigger threat to their dominance of food retailing than they have so far been ready to admit in public.

Additional reporting by Guy de Jonquieres

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL
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Tide must turn against ageism in workplace

From Ms Amanda Bennett.

Sir, At last. Your report of the Eurolink Age study of age discrimination ("Ageism in the workplace", October 7) rightly asks why a large part of the country's workforce is constantly swimming against the tide. As well as changes to pensions and retirement arrangements, we can learn a lot from how other countries organise their affairs.

This week people who care about age discrimination will examine what is on offer for older workers throughout Europe at a big European Year conference (October 11-13). The aim is to encourage all employers fully to recognise the value of their older staff, and train them to the limits of their potential. But everyone throughout industry and commerce needs to look at their own attitudes towards older people in their workplace, and at the effects of their employment practices across the board.

In this European Year the tide must be turned on this particularly insidious and destructive form of discrimination. Amanda Bennett, general secretary, Age Concern, Astral House, 1288 London Road, London SW16 4ER

Nuclear energy a failed option

From Mr Scott Denman.

Sir, Ann Biscotti, employed by the US nuclear industry to paint rosy pictures, makes a valiant, but vain attempt at statistical revisionism in her letter, "US public backs nuclear energy option" (September 29).

All recent independent national opinion surveys not generated by the nuclear industry definitively show that Americans have had enough of the costly, dangerous and unreliable nuclear power "option". Since 1982, the Harris polls, Breglio/Lake and Frederick/Schneiders have all found that 60 per cent or more of all Americans "oppose the building/construction of more nuclear power plants in the

US". In fact, each year since 1975 that this unambiguous question has been asked, the result has always been a steady increase in opposition. In 1982, 65 per cent of those polled were opposed to more nuclear power development.

The 1992 poll by Frederick/Schneiders, commissioned by the Safe Energy Communication Council, found that 76 per cent of Americans want the nation to give top priority to renewable resources (like solar, thermal and wind), energy efficiency and conservation, and natural gas (in that order). Nuclear power was placed a distant fourth with only 11 per cent.

It is time for Ms Biscotti and other nuclear cheerleaders to

face the music of the market place. Despite receiving 65 per cent of all US energy research and development funds since 1948, every US nuclear power plant ordered since 1973 has been subsequently cancelled. From main street to Wall Street, the nuclear "option" has failed the economic litmus test. The problem of safe, permanent nuclear waste disposal remains intractable and unsolved. Safer, cleaner and cheaper options exist today in the US and abroad.

Scott Denman, executive director, Safe Energy Communication Council, 1717 Massachusetts Ave, NW, Suite 803, Washington DC 20036, US

Market place confused on environment

From Dr A S Hearn.

Sir, Ian Rogers ("Accounting for 'green' efforts", September 29) is critical of Ciba's recent corporate environmental report for its apparent lack of clarity and comprehensiveness. He is focusing on the wrong target. He should be focusing upon the way the market place is treating environmental issues.

Despite expressions of good intent from governments and inter-governmental agencies, the market is in a state of confusion. There is no obvious way of turning sustainable development into sustainable profits, particularly when the economy needs rebuilding after

recession. Consumers are showing resistance to paying premium for environmental goods. Many companies, rather than adopting the government preferred route of Batneec (Best available technology not entailing excessive cost) are driven by poor profitability to Cheapset (Cheapest available technology not involving prosecution).

Environmental management systems from the British Standards Institute (BS7750) and the EC (Emasa) are complex, confusing and unnecessary for the vast majority of businesses. The EC eco-labelling initiative is proving difficult to get into effective operation.

(How do all those bureaucratic processes fit with de-regulation?)

With such a confused market we cannot expect companies to be clear about the best ways of reporting. When the legislators, institutional investors and consumers are clear about what they want, the market will deliver it and companies will tell us how it is done. The cart needs a horse - preferably at the front. A S Hearn, managing director, RPS Group, Centurion Court, 85 Milton Park, Abingdon, Oxfordshire OX14 4BY

A question mark over gains expected from a Gatt agreement

From G A Roussopoulos.

Sir, I wish to question Samuel Brittan's presentation of the gains to be expected from a successful conclusion to the General Agreement on Tariffs and Trade negotiations ("Where Gatt's \$300bn really comes from", October 4).

First, the reference to net of world annual gains of \$313bn a year by 1992 is in itself no more than a rhetorically stunning device. Its real significance is indeed best shown as 0.75 per cent of world income at that time, plus or minus an uncertainty factor which probably exceeds that figure, and which should be seen in the context of uncertainties in the

income itself in 2002, which can hardly be less than plus or minus \$1,300bn. Nor may it be assessed, as he suggests, as a third of a normal year's growth because it is not a renewable extra element each year, but, if it arises, a once for all increase to a first order of approximation. It may also be compared with inherent errors in the estimations of past actual incomes which themselves are likely to exceed that 0.75 per cent. In other words, the eventual effect will be so small as to be untraceable.

Second, one cannot confine oneself to a purely technical economic analysis: there are factors to be considered of

probably far greater importance to the man in the street than a financial effect of 0.75 per cent, even if economists prefer to neglect them because they are outside their frame of reference, or because it has become politically incorrect in recent years to question whether wholly free markets are always a good thing.

The experience of quasi-free global financial markets in which aleatory surges of Gedeone financial opinion often swamp longer-term aspects would suggest that the erection of partially autarkic zones, acting like dams on a great river, may save millions of people from sacrificial drowning

on the altar of abstract three-quarter per cent trade theory without reducing the availability of water. While the Soviet extremity of the economic spectrum has been spectacularly discredited, one should also note that the opposite end, perhaps best represented by the US, has equally clearly demonstrated its own limitations in recent decades.

Variety in societies is important. Nations should retain freedom to seek their own balance between financial and other indicators of a good life. G A Roussopoulos, Mount Zeveloff, 24444, Chart Road, Esher, Surrey GU26 6PX

FOCUS ON INVESTMENT BANKING



In October's issue of **The Banker**, we launch a major new section covering the burgeoning Investment Banking scene.

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INSIDE

US and Canada buy Chile copper mine

A US-Canadian consortium of Cyprus Minerals Company and Lac Minerals has agreed to pay up to \$555m for a 51 per cent stake in the El Abra copper mine, Chile's largest-ever foreign joint venture. Page 18

Trafalgar House loses top man

Mr Allan Gornly will next year step down as chief executive of Trafalgar House. He is expected to take a more prominent role at Royal Insurance, where he is a non-executive deputy chairman. Page 16

State of suspense

For the past few weeks, Japanese television viewers have watched the almost nightly drama of construction company executives being hauled from their homes and escorted to the Tokyo Detention Centre for questioning about their role in a political scandal. Page 18

Rally for US bonds

The US monthly employment figures sparked a strong rally in Treasury prices on Friday. Page 20

FT-SE revised classifications

A revised industry classification will apply to the FT-Asiatic All-Share Index and the other FT-SE UK indices from next January. A full listing of the current companies in the All-Share Index in their new categories appears on page 18

Prospective p/e ratio

The latest prospective p/e ratio for the "500" index for calendar 1993 is 15.8, according to IBES, the consensus estimates service (last week: 15.8). This compares with an IBES estimated p/e for the "500" of 20.5 (20.5) for calendar 1992. The official FT calculation of the historic p/e, based on the latest reported earnings, is 20.12 (19.71).

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Hoechst bids for generic drug stake

By Christopher Parkes in Frankfurt

HOECHST, the troubled German chemicals group, is bidding for its first stake in the North American generic drugs market with a \$550m offer for 51 per cent of the Copley group of the US.

Copley, which last year earned \$12.5m after taxes on sales of \$52m, is an important opening for the bidder's Hoechst Roussel Pharmaceutical Industries subsidiary, which last year reported sales of \$600m in the US and claimed a 1.1 per cent market share. The share of generics - out-of-patent products - in the US prescription drugs market is expected to grow 14 per cent a year until the end of the century, according to Hoechst.

It based its forecast on planned US health reforms, aimed at improving treatment for 36m Americans not covered by health insurance, partly by increased use of cheaper generic drugs. The move is also a further step in restructuring at Hoechst, which suffered a 31 per cent decline in profits in the first half of this year. At the end of May the group said it was to sell a majority stake in its viscose and acrylic fibres operations to Courtaulds of the UK.

In July it announced capacity cuts in PVC production following the merger of its interests with those of Wacker. Shortly afterwards it agreed effectively to take over the Schering group's plant protection operations.

If the deal is concluded, Copley will take over the manufacture and distribution of Hoechst Roussel products as their patents expire, the German group said. Hoechst, which has no generic business in Germany, said the first drug affected would be a treatment for diabetes.

Copley's main specialities include dermatology products, psychotherapeutic drugs and treatments for rheumatism. Hoechst's top-sellers include products for circulatory ailments, antibiotics and its Daouli diabetes drug.

The deal has been negotiated by the German company's 100 per cent-owned local subsidiary, Hoechst Celanese, and will be financed entirely from within the US, the group said.

The pharmaceutical business last year accounted for almost DM10bn (\$6m) of Hoechst's DM46bn turnover, and was the second to show an increase in operating earnings.

Record pay-outs have led to pressure to limit accountants' liability, writes Richard Lapper

Auditors turn cold as legal claims hot up

The rising tide of multi-million pound claims against auditors is "enough to turn the blood cold", according to the senior partner of one large British firm.

Last week's \$110m out of court settlement in Dublin ended what could have become a marathon legal action between Ernst & Whinney, the accountants, and Allied Irish Banks. But the size of the pay-out is an uncomfortable reminder for accountants of the scale of the risks to which their profession is exposed.

Increasingly, accountants are facing a steady rise in legal exposures, as creditors and investors in troubled and insolvent companies seek to recover losses.

The Dublin case arose as a result of the failure of Insurance Corporation of Ireland, a small general insurance company acquired by Allied in 1983. Ernst & Whinney, now part of Ernst & Young, audited Insurance Corp's books between 1978 and 1983, a time when it was growing quickly.

However, Insurance Corp set aside insufficient cash to meet future claims and in 1985 collapsed with losses of more than £200m (\$115m). Allied, together with the company's administrators, learned, launched legal action, claiming \$550m, alleging that E&Y had not looked hard enough at Insurance Corp's operations. With accumulated interest the size of the claim could have exceeded £1bn. E&Y did not admit liability and took comfort in the fact that the settlement was equal to only about 8 per cent of this.

For E&Y it follows hard on the heels of some big pay-outs in the US. Last November's \$400m settlement with US federal savings and loan industry regulators, was the largest ever agreed by an accountancy firm. Ernst & Whinney is also named - along with

Price Waterhouse - on a \$8bn claim, filed by the liquidators of the Bank of Credit and Commerce International (BCCI).

Mr Lawrence A. Weinbach, managing partner-chief executive of the Arthur Andersen Worldwide Organisation, estimates that worldwide the industry faces \$30bn of claims.

This puts pressure on the arrangements through which the "big six" insure themselves. The largest accountancy firms rely on both the conventional professional indemnity insurance market and the industry's own mutual insurers. Bermuda-based PALE and PADUA.

Cover provided from these sources is understood to extend to more than \$100m. But it is limited. And beyond a certain level the partners themselves - as the owners of the firms - are individually liable up to the total value of their assets.

Premiums have risen steeply - by at least 300 per cent since 1985 - and insurers have increased the amount of each claim that they pay from their own resources. In 1992 the costs of fighting legal action for the "big six" in the US amounted to \$588m - or 11 per cent of their revenues. Insurance recoveries provided an additional \$18m in resolving claims, says Mr Weinbach.

Many smaller and medium-sized firms are also coming under fire. Mr Charles Cox, of CT Bowring, the insurance broker which provides a scheme for the smaller UK groups, says that each year one in five accountants notify their insurers about circumstances which might give rise to a claim. "There has been a steady increase in notifications and a steady deterioration in claims."

Roughly half of all claims dealt with by Bowring are linked to

tax disputes, but the number of audit claims now amounts to one in four of all claims.

In the US, Mr Weinbach says the fear of legal action and potential financial ruin is leading to fewer accountants entering the profession and many younger accountants are refusing the offer of partnership. Over-exposure to litigation was a big factor in the 1990 bankruptcy of Laven- thol Horwath, then the seventh-largest accounting firm in the US.

Europe has yet to reach this pitch. Even so Mr Richard Murray, chief executive of Minet Global Professional Services, says claims here are rising at a faster rate than in any other part of the world. With many of the cases in the UK, the pressure for reforms to limit liabilities seems certain to grow.

Accountants are seeking changes to the Companies Act which now bans auditors making contracts where liability with clients is limited.

Mr John Magill, who is responsible for risk management at Touche Ross, said: "There is concern that we can just be blown out of the water by some of these settlements."

World's biggest awards against accountants and auditors 1992-93

Firm against which award made	Plaintiff	Accountant's client	Amount of award or settlement	Country
1 Ernst & Young	Federal Deposit Insurance Corp	various savings & loans banks of Tennessee and others	\$400m	US
2 Ernst & Young	Allied Irish Banks	Insurance Corporation of Ireland	\$111m	Ireland
3 Coopers & Lybrand	Bankruptcy trustees	Miniscribe	est \$95m*	US
4 KPMG and Others	Investors	Westech	\$77.5m	US
5 Ernst & Young	Investors	American Continental Corp	\$63m	US
6 Coopers & Lybrand	Bondholders	Miniscribe	\$45-\$50m*	US
7 Post Marwick & Others	Shareholders/creditors	Crazy Eddie Inc	\$42m	US
8 Arthur Andersen	Investors	Lincoln Savings & Loan	\$22m-\$30m	US

* Part of \$140-\$150m settlements by Coopers & Lybrand in Miniscribe case. Source: Lafferty Publications

UK utilities aim for expansion overseas

By Michael Smith, Robert Corzine, Bronwen Maddox and Alan Cans

THE UK'S 18 privatised electricity companies are likely to invest at least £1.5bn (\$2.3bn) abroad in the next five years, as part of expansion plans to escape constraints on their profitability imposed by their regulators.

Although little more than £200m has been committed so far by the electricity companies they have plans for projects in the US, Portugal and Germany.

The electricity, water and gas companies are following the lead of BT, the telecom-

munications group which was privatised in 1984. Its international plans, which have met with mixed success, culminated in June with its £2.88bn purchase of a 20 per cent stake in MCI, the US long-distance carrier. However the international push by the former nationalised corporations may raise doubts about their ability to manage overseas operations and prompt calls for tighter regulation of their international activities.

Ofgas, the gas regulator, wants British Gas's international operations included in its remit. Ofwat the water industry regulator, commenting on the water companies'

expansion abroad, said: "We have been doing a lot of work to prevent cross-subsidisation - money from customers' bills being used to finance this expansion."

The electricity companies' move is being led by National Power which expects to invest up to £1bn overseas by the year 2000 in projects valued up to £15bn. It recently spent \$160m on Teveco, which owns power plants in the south-east of the US. It expects between 10 and 20 per cent of its earnings could be generated abroad by the year 2000.

The National Grid, which operates the transmission system in England and

Wales, plans to invest up to £370m overseas in the next five years. It has already spent £23m as one of a consortium which has taken over the Argentinian transmission system.

Midland Electricity has indicated to the City that it is prepared to commit up to £200m in overseas investments. International expansion is a large component in British Gas's plans, in the light of commercial and legal challenges to its dominance of the UK market. Since privatisation in 1986 British Gas has spent more than £1.1bn on foreign exploration and production assets.

Two examples of pomp and circumstance

Two countries, two central banks, and each with new men at the top. Ten days ago, Mr Hans Tietmeyer was installed as Bundesbank president in the nearest thing to a coronation that the Federal Republic has to offer. The handover of power at the Bundesbank was marked by a ceremony attended by 800 guests from European central banks and German government, politics and business.

Among the seven speakers (punctuated by passages from a Schumann piano quintet and Beethoven's trio for clarinet, cello and piano) was one by Chancellor Helmut Kohl declaring his support for Bundesbank independence. Three months earlier, on July 1, Mr Eddie George took over as the new governor of the Bank of England and Mr Rupert Pennant-Rea, the former editor of the Economist, as his deputy. Mr George travelled into Threadneedle Street from his Dulwich home as on any normal working day. Mr Pennant-Rea moved into a new office. Otherwise, there was no change in the Bank's long-established routine.

At first sight, the Bank of England's approach to the change in its top management was reassuringly low key. It seemed to express the very British idea of "business as usual". But the pomp surrounding the elevation of Mr Tietmeyer to the presidency of the Bundesbank was more than Teutonic self-indulgence. The gathering in Frankfurt's elegant Palmengarten marked out Mr Tietmeyer as one of Europe's most powerful men. It also was an act of homage by Germany's political class to the Bundesbank as an institution, and a reminder that the person who happened to be at its top was merely a steward.

In a world of rapid economic, social and political change, there is a growing interest among policymakers in building and nurturing institutions

to support economic policy goals. The absence of strong economic policymaking institutions is keenly felt in Russia. The existence of a central bank that saw control of inflation and monetary conditions as its vocation would have made a huge difference to the process of transformation from a command to a market economy.

Israeli policymakers are conscious that Gaza and the region around Jericho will need more than money if they are to have effective self-government. In a recent conversation, Mr Jacob Frenkel, the

Economics Notebook

By Peter Norman

governor of the Central Bank of Israel, underlined the vital need for the Palestinians to set up effective institutions for controlling public spending and managing taxation in the areas that they will govern. Otherwise, the territories could become dependent on outside aid.

In Britain, institutions such as the Bank of England, the Stock Exchange and the Treasury have seen their influence slip over the growing power of financial markets. Perhaps because the British establishment has generally made a mess of running the economy over the past 40 years, the pendulum has yet to swing back in favour of building these institutions again. But there is a case for having

a thorough look at the current state and objectives of the Bank of England.

The Bank's present position is the result of a typically messy British compromise. It has, since Britain's exit from the European exchange rate mechanism, been given more explicit responsibility for the control of inflation. Although both Messrs George and Pennant-Rea would like more autonomy, it is nowhere near having the independence that would make it responsible for price stability.

When Mr George was named as governor in January he was

given a mandate "to support the government in its determination to bring about a lasting reduction in the rate of inflation". Shortly before, the government had set as a target a 1 to 4 per cent range for the underlying rate of inflation (retail price inflation minus mortgage interest payments) during the life of this parliament.

Since July's change at the top, the Bank seems determined to create as much freedom of manoeuvre as it can. It seems to have won a battle to prevent the Treasury interfering with the writing of its quarterly inflation report. This document, introduced in February, is intended to provide an independent signal if inflation is threatening to burst through its target ceiling.

Greycoat to seek more time from creditors

By Richard Gourlay in London

GREYCOAT, the property company whose future is in doubt after share and bondholders last Friday rejected a rescue bid from Postel, faces a crucial test today if it is to keep creditors at bay. The company and NMI Rothschild, its advisers, will this morning ask the Law Debenture Trust, trustees for holders of Greycoat's zero coupon bonds, for more time to find a way to avoid being put into default.

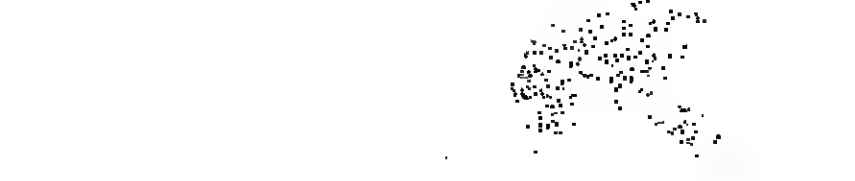
If the Trustees choose not to waive their rights to issue default notices, Greycoat's bankers are likely to take control of their security and the company would go into receivership. Greycoat's advisers expect to be granted a 30-day extension to find a way to reduce the company's high gearing that triggered the default on the zero coupon bonds.

NMI Rothschild and Greycoat would then have "a fortnight to get something creative going", an adviser said.

If no new rescue plan or bid emerged Greycoat's directors would be in danger of becoming personally accountable for allowing an insolvent company to continue trading.


After the rejection last week of Postel's £150m (\$151m) rescue bid, one observer described the rush over the weekend as "something of phoney war".

Greycoat will only avoid default on its zero coupon bonds either by a restructuring including a rights issue, or by a third party making a bid for the whole company.



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COMPANIES AND FINANCE

Gormly gives up top job at Trafalgar

By Roland Rudd

MR ALLAN GORMLY will next year step down as chief executive of Trafalgar House when he is expected to take a more prominent role at Royal Insurance, where he is a non-executive deputy chairman.

Trafalgar, the construction, engineering and shipping group, is planning to announce the move in the next few weeks. Mr Gormly's departure is not expected to take place until the middle of next year.

Mr Gormly will remain on Trafalgar's board and is likely to be succeeded by Mr Nigel Rich, who retires as managing director of Jardine Matheson in March 1994. Mr Rich is expected to take an extended holiday before returning to the UK.

Hong Kong Land, controlled

by Jardine Matheson and which has a 25.3 per cent stake in Trafalgar, has tightened its control over the UK construction and engineering group. Earlier this year Mr Simon Keswick was installed as chairman and Mr David Gowler as financial director.

However, Trafalgar said yesterday that relations between Mr Gormly and the Keswick family, who control Hongkong Land, remained very good.

Trafalgar's financial year ended on September 30 and the results, to be announced on December 14, are expected to show a loss.

Mr Gormly is one of the last surviving board executives before Hong Kong Land took effective control at the end of last year. He was previously chairman of the company's engineering division.

CSI sells two loss-makers for £1.35m

Cannon Street Investments, the mini-conglomerate, has sold its loss-making fork-lift truck businesses.

CSI sold the fixed assets and stock of Cannon Material Handling and Wallright to Harvey

Plant for £1.35m in cash. At the same time, CSI said the obligations of the two companies to various creditor leasing companies had been settled for £3.8m, roughly the capital liability in CMH and Wallright's accounts.

Institutions optimistic on prospects and equities

By Joel Kibazo

A MAJORITY of institutional investors believe the UK equities market to be the most attractive investment prospect on a 12 month view over other markets, and many remain confident about prospects for the UK economy, according to a survey published today.

The monthly Smith New Court/Gallup survey of fund managers reveals that a balance of 77 per cent of institutions (the difference between those institutions that are positive and those that are negative) remain bullish on UK equities over the next 12 months; against a balance of 56 per cent in favour of other European markets.

A balance of 22 per cent of those polled plan to increase their holdings of UK equities this month, up sharply from 7 per cent the previous month.

The FT-SE 250 stocks while 37 per cent prefer to limit investments to the FT-SE 100.

Overall, institutions continue to be optimistic about economic recovery and inflation, and many continue to expect a cut in interest rates.

Matthew Clark takes control of own fortunes

Philip Rawstorne on the success of the group's three year restructuring programme

MATTHEW Clark, the drinks producer and wholesaler, got a solid vote of confidence from the market at the weekend for its three year programme of strategic restructuring.

Shares in the group jumped 25p to 533p - a reflection of investors' satisfaction with its latest acquisition, the £32.5m purchase of Grants of St James's from Allied-Lyons.

The fact that the move will be funded by Clark's second rights issue within four months made the reaction even more remarkable.

But Grants adds tone as well as substance to the transformation of the group by Mr Peter Aikens, chief executive. Since he began to reshape it in 1990, the shares have outperformed the brewers and distillers sector by 50 per cent.

In 1989, Clark was a leading independent drinks distributor. Well over half its annual profits came from Martell cognac, which it had distributed in the UK since 1833. Its portfolio included Jameson's Irish whiskey, Macallan malt whiskey, and Taittinger champagne.

The only brands Clark could call its own, through a 52 per cent stake in JB Mather, the Leeds-based producer, were Stone's Original ginger wine, and Old England British Sherry.

Run on traditional lines by the Clark family, which had a shareholding of about 17 per cent, the company was jogging

along comfortably until the ground was suddenly cut from under its feet.

Seagram took over Martell. Pernod-Ricard acquired Irish Distillers and Clark had lost the distribution of its most profitable brands.

For another year, Clark struggled to fill the gap with other agency brands such as Domecq sherry, Fundador brandy, and Grand Marnier liqueur. But the loss of the Macallan Scotch whisky business after the 1990 alliance of Rémy Cointreau and Highland Distilleries confirmed the inherent uncertainty of the agency business.

By then, Mr Aikens, recruited from Courage by Clark's non-executive directors, was already beginning to devise a strategy for more solidly based growth. Under his direction, the company began a gradual withdrawal from the agency business to concentrate on its core British wine and sherry operations.

British sherry may not appeal to connoisseurs - and will even have to stop describing itself as sherry in 1995 - but it sells more readily than the Spanish product. It now has more than 50 per cent of the UK sherry market and sales are growing at more than 6 per cent a year.

In December 1990, Clark bought out the minority holders in Mather, Bass and Grand Metropolitan's IDV spirits divi-



Peter Aikens: devised a strategy for more solidly based growth

sion, for £12m. The partnership had been a constraint on Clark's development, effectively preventing it from acquiring or producing new brands because of possible competition with Bass and IDV products.

As the search for brand acquisitions got under way, Clark disposed in rapid succession of three non-core businesses, almost recouping the money spent on Mather.

A series of management changes followed. The Clark family reduced its shareholding and retired from the scene. Mr Michael Cottrell, chairman of Taunton Cider and former managing director of Courage, took the chair. Mr Hugh Etheridge came from Strong & Fisher as finance director and Mr Tim Hazell, another ex-

Courage executive, took over as sales and marketing director. Mr Peter Huntley, a member of Elders LXL strategy group, was appointed business development director.

With the arrival last month of Mr Robin Manners, former Bass director, as a non-executive, only one member of the pre-1990 board, Mr Tony Grayson, production director, now remains.

Clark took longer than expected to make his first brand acquisition but organic growth in its British sherry and wines operations came up to market expectations in spite of the recession and the squeeze on margins by its main customers, the multiple grocers.

An attempt in late 1991 to acquire Allied-Lyons's Shower-

ings business, with brands such as Gaymer's cider, Baby, cham, and VP wine, failed. A number of other approaches came to nothing.

In May last year, however, it bought Strathmore, Scotland's leading bottled water brand, for £11m. The purchase took Clark into another growth sector.

The brand had gained a 25 per cent share of the bottled water market in the Scottish grocery sector in six years and was beginning to expand into England. Sales through Clark's distribution network are now growing at the rate of 20 per cent a year.

Earlier this year, Mr Aikens moved into another cash generative growth area with the £18.5m acquisition of 74.9 per cent of Free, an independent drinks wholesaler.

The business, which reported a 45 per cent increase in sales and operating profits of £2.3m last year, neatly complements Clark's existing strengths in the take-home trade.

Even before the addition of Grants' wines and spirits business, Mr Aikens expects the operation to be contributing 40 per cent of Clark's profits within the next six months.

In the three years of strategic restructuring, Matthew Clark has taken control of its own fortunes and increased its market capitalisation from £26m to £74m.

Coutts Consulting deal raises dividend hopes

COUTTS Consulting Group, the career consultancy, outplacement and residential training company, has side-stepped objections by Mr Barry Toppie, its former chief executive, and found a way of eliminating the deficit on its share premium account allowing dividends to be paid.

Coutts hoped that as a result Mr Toppie's compensation claim against their counter-claim for £3.4m damages would now reach a rapid conclusion.

Kynsham Hall, Coutts' residential training offshoot, is acquiring Coutts Consultants, its outplacement business. The

move releases merger reserves of £4.1m as well as showing a book profit of £2.9m. There are still arrears of £500,000 on the preference shares.

The deal completes the reorganisation at Coutts Consulting, formerly DC Gardner.

A previous attempt to reduce the share premium account had been blocked by Mr Toppie.

Mr Tim Inglefield, finance director, said the company would have preferred to achieve the result in front of the shareholders by going through the courts, but this had not been possible.

Slingsby jumps to £302,000

HC Slingsby, the trucks and ladders maker, reported a strong advance in interim pre-tax profits for the half year to June 30. The company said there had been a marked increase in activities coupled with cost rationalisation.

On turnover 14 per cent ahead at £5.9m pre-tax profits advanced from £28,000 to £302,000. Earnings per share were 20.5p (1.4p) and the interim dividend came to 3p (2p), payable January 4.

However, the company warned that present indications were that second half profits would be more modest than the first.

Gartmore makes four board appointments

By Richard Lapper

GARTMORE, the rapidly growing fund management group owned by France's Banque Indosuez, is to appoint four independent non-executive directors, as it prepares for flotation later this year.

The new non-executives are: Mr Victor Benjamin, the deputy chairman of Tesco, the retailer; Mr Simon Duffy, group finance director of Thorn EMI, the music and electronics group; Mr Nigel Rudd, the executive chairman of Williams Holdings, the industrial conglomerate; and Mr James

Watson, chairman of NFC, transport group.

Banque Indosuez will be represented on Gartmore's board by a further four non-executive directors, including Mr Antoine Jeancourt-Galliani, the Banque Indosuez chairman.

"The non-executive directors will not only provide Gartmore with a strong independent range of opinion and a focused input to such management areas as remuneration and audit, but will also make a substantial contribution to the overall development of the group," said Mr Paul Myers, executive chairman.

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COMPANY NOTICES

Antofagasta Holdings P.L.C.

The Hongkong and Shanghai Banking Corporation Limited (HSBC) to Acquire a 10% Interest in Banco O'Higgins

An agreement has been reached, in principle, for HSBC to acquire a 10% Equity Share in Banco O'Higgins by a capital increase of US\$ 35m. At the conclusion of this transaction, the shareholding of Antofagasta Holdings in Banco O'Higgins will be reduced from 24.12% to 21.92%. Under the terms of the agreement, Banco O'Higgins will acquire and operate, through its branch network, the Chilean offices of HSBC in Santiago and Valparaiso.

HSBC has more than 3,000 offices in 66 countries and assets of over £183 billion making it one of the largest financial institutions in the world.

Banco O'Higgins, the third largest bank in Chile with assets of US\$2.1 billion, has 60 branches in Chile providing a very wide range of financial services. In June 1993, Banco O'Higgins merged in Chile with Banco Central Hispanoamericano de Spailo. This has increased their presence in Chile and in Europe. The present agreement gives Banco O'Higgins access to the international banking sector through HSBC which has particular strengths in South East Asia as well as Europe and North America. Banco O'Higgins has five associated companies: O'Higgins Corredores de Bolsa, O'Higgins Agencia de Valores, O'Higgins Leasing, O'Higgins Administradora de Fondos Mutuos and O'Higgins Asesorias Financieras. The transaction is subject to regulatory approvals and other agreements between the parties.

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DATED THIS 12TH DAY OF OCTOBER, 1993.

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In respect of AS 100,000,000 of an issue of Up to AS 200,000,000 7% Per Cent. Year-Linked Notes due 1993

Quaranteed by The Government of the State of New South Wales of which AS 100,000,000 is being issued at the Initial Tranche

NOTICE IS HEREBY GIVEN that pursuant to condition 9(d) of the Terms and Conditions of the Notes, the State Bank of New South Wales will redeem the Notes as follows:

The redemption amount per Note AS147,737.61

The redemption date: October 18, 1993

The Independent Bank of Australia (Incorporated in Australia) as Field and Calculation Agent

For and on behalf of the Lender
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Karl A. Stewart, Vice President and Secretary

COMPAGNIE FINANCIERE DE CREDIT INDUSTRIEL ET COMMERCIAL

USD 200,000,000

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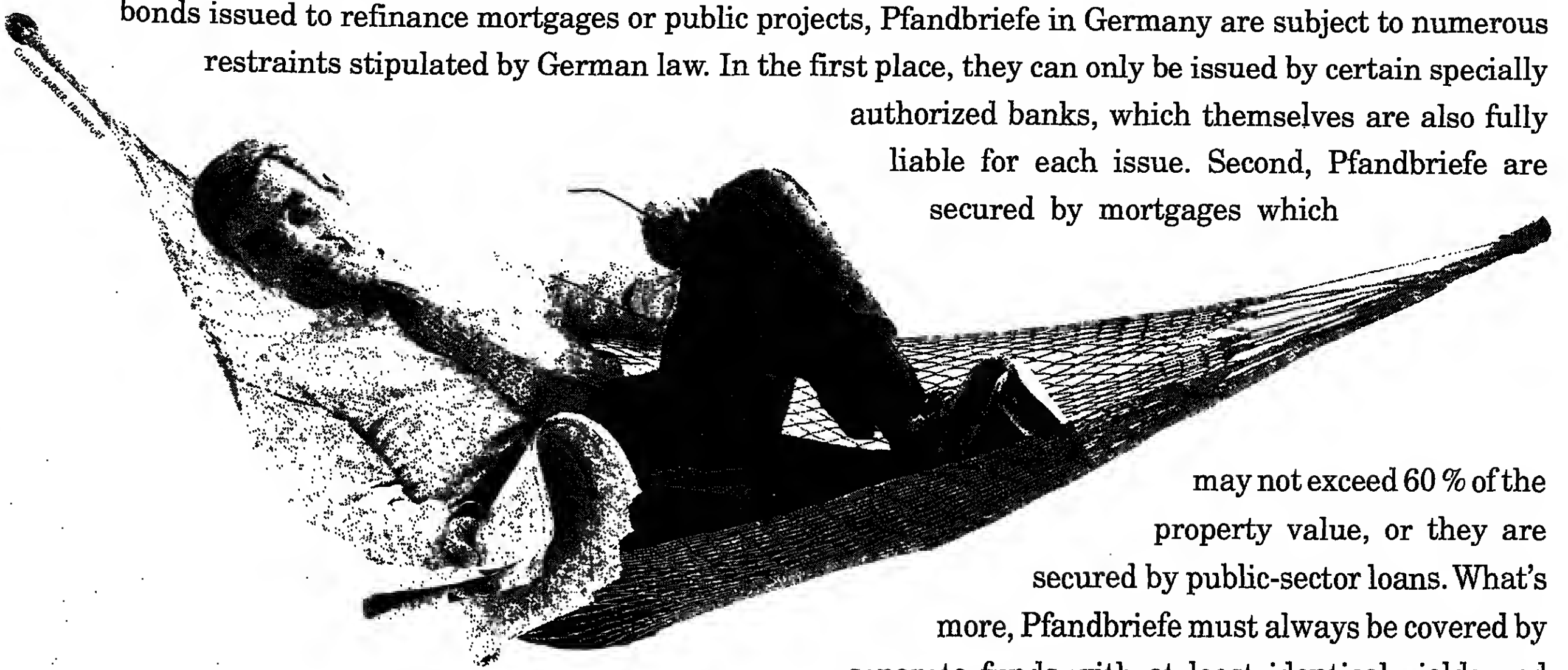
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INTERNATIONAL CAPITAL MARKETS

INTERNATIONAL BONDS

Finland helps Eurosterling sector back to life

THE EUROSTERLING sector of the international bond market has bounced back to life, helped by a sizeable new issue from Finland last week and the prospect of further new issuance in the coming week.

Depra (Germany's largest mortgage bank), Fisons, and Turkey are three of the names being talked about in the market as likely to launch Eurosterling deals this week, although a big question mark hangs over the latter.

On Friday, Moody's, the credit rating agency, placed Turkey's rating under review for possible downgrade because of concern about its deteriorating public finances. Turkey has a long-term debt rating of Baa3 from Moody's, making it investment grade. If Moody's lowers the rating, it would fall into the sub-investment grade category.

At worst, Turkey's Eurosterling issue could be postponed until a decision on the debt rating is taken, although market participants on Friday thought the deal would probably still go ahead but with a more

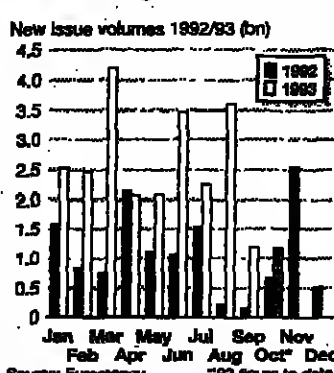
generous yield pick-up over gilts than the 220 basis points initially indicated by the lead manager.

This year has seen a record amount of Eurosterling issuance, admittedly at a time when the international bond market as a whole is witnessing record volumes. Eurosterling issuance so far this year has reached £25.012bn, up from 1992's total of £13.107bn, according to figures compiled by Euromoney.

Much of this year's issuance, however, took place in the first and second quarters. Foreign investors were willing to buy sterling assets to take advantage of currency appreciation, while investors in general have been attracted by the relatively high yields and the prospect of falling interest rates. Borrowers hungry for funds took advantage of the demand and in many cases the deals were swap-driven.

Eurosterling yield spreads over appropriate gilts have declined quite substantially this year. For example, the S.G. Warburg Securities All-Stocks Non-Gilt Index

Eurosterling bonds



shows the average spread over gilts has fallen from 98 basis points at the end of 1992, to a low of 53 basis points on August 24, and stood at 61 basis points on Friday.

For example, BT launched a 10-year £500m issue at a spread of 18 basis points over the gilt on August 25. Since then, the spread has tightened considerably and last Friday,

Lehman Brothers, joint lead manager for the deal, was quoting a spread over the gilt of 3 basis points (bid or flat offer).

"Spreads have been tight and they are now beginning to reach a low," said one dealer, adding that this was a reflection of strong demand from overseas investors, many of whom were attracted by Eurosterling yields and the prospect of sterling appreciation, particularly against a background of declining European interest rates.

After a period of consolidation in September, the sector appears to have recovered and rumours of further new issuance have started to circulate. However, despite investors' calls for long-dated paper, new supply is likely to be concentrated in the short and medium-dated areas given the positive shape of the yield curve. Most issuance this year has been in the six to 10-year area, with this sector accounting for £12.509bn, compared with £6.311bn in the one to five-year area.

A few names in the financial sector have opted for longer-dated subordinated capital but corporate names have steered clear of the ultra-long area. "If you are a corporate borrower, it is difficult to convince your board to lock into interest rates at 9 per cent at the long end when short interest rates are 6 per cent," said one dealer.

It seems unlikely that corporate borrowers will issue ultra-long bonds unless the yield curve starts to flatten. "At present, any company which borrows at the long end and does not put the money to immediate use is going to suffer an enormous opportunity cost of carry," said Mr Tony Moverley of Baring Sterling Bonds. Also, most corporate borrowers expect long-term interest rates to continue to decline, perhaps to 6.75-7.00 per cent from the current level of 7.2 per cent.

"Frankly, most UK corporates can afford to wait," says Mr Peter Capel of Hoare Govett.

Sara Webb

RISK AND REWARD

Volatility a derivative of the new US accounting standards



US BANKS and insurance companies will have more market risks to manage when new US accounting standards come into effect in January. The rules require countless capital-sensitive institutions to reconsider the assets in their portfolio, and in some cases, mark them to market as "available for sale", and marked to market, with unrealised gains and losses reflected in equity, or counted as "trading" with unrealised gains and losses affecting income.

That is a shock to the more conservative banks that value assets at historical amortised cost. If a bank has long-term bonds in its portfolio and cannot prove they will be held to maturity, the securities must be marked to market quarterly.

Since the current low interest rate environment has been kind to long-term investments, the initial effect on most institutions' equity will be beneficial. But under the new rules, profitable portfolios will be subject to the whims of the market, and even a small increase in interest rates at the end of a reporting period could mean marking down asset values.

The new standards, dubbed Financial Accounting Standards Board rule 115 (FAS 115), will skew the true picture of the nation's banks and introduce unnecessary capital volatility, according to the American Bankers Association, the US banking lobby. Part of the ABA's objections are based on the fact that FAS 115 addresses only one side of the balance sheet. Even if a bank has perfectly matched assets and liabilities, only the assets will be marked to market, conveying an inaccurate picture of its capital position.

The reaction by small banks has been to shorten their capital holdings. Maturities of four years or under are far less volatile than long-term bonds, though not nearly so profitable. With the yield curve at its steepest level in years, shortening maturities could mean sacrific-

ing 200 to 300 basis points in income, trimming earnings.

Given the recent history of US banking, bankers say they will gladly forgo income to preserve capital and public confidence. Derivatives specialists argue that the trade-off need not be so costly, and proper hedging can insulate a portfolio from market volatility. Mr Craig Schiffer, managing director for fixed income derivatives at Lehman Brothers, says he has seen a big pick-up in interest in off-balance sheet products since FAS 115 was announced in June.

Most popular with banks, he says, have been index amortising swaps, and collateralised mortgage obligation (CMO) swaps. Where standard interest rate swaps exchange coupons while principal remains unchanged, both of these products allow for the principal to be drawn down if interest rates fall, limiting mortgage prepayments.

Mr Richard Lodge, a senior vice president with Ohio-based BancOne, a rapidly-expanding super-regional bank, says derivatives allow a bank to customise its portfolio. "You can get the kind of risk you want, and the kind of maturities. That isn't available in the bond market. In the cash market, you have to buy what's on the shelf."

He admits his bank's enthusiasm for derivatives is rare and that invariably, when BancOne buys a regional affiliate, it comes with little experience or understanding of derivatives. Valley National Bank of Arizona, with \$12bn in assets, had barely dabbled in derivatives when BancOne bought it a year ago. A designed programme of derivatives stabilised its assets, and with a recent subordinated debt issue, boosted capital ratios.

Still, Mr Lodge worries that FAS 115 will drive uninitiated bankers to derivatives use for the wrong reason, and draw the attention, and ire, of regulators already uneasy with the systemic risks associated with structured securities. "My fear is they will rush into these things headlong," he says. "Most small and medium-sized banks don't have the means to manage them."

Wall Street, he adds, has the responsibility to make sure the derivatives they sell are suitable for these new customers.

Laurie Morse

Borrower	Amount m.	Maturity	Coupon %	Price	Yield %	Launch spread bp	Book runner
US DOLLARS							
Mesa Corp. (off)	130	Oct. 1997	0.75	100	-	+348 (8 1/4%-00)	Nomura International
Telecom Argentina	500	Oct. 2000	8.375	98.40R	8.400	+48 (8 1/4%-00)	Chase Investment Bank
Renault Co. (off)	425	Oct. 2003	4.75	100	-	-	Lehman Brothers Int.
Woodfield Finance Corp. (off)	172	Oct. 1998	(0)	100	-	-	JP Morgan Securities
K. Peabody Acceptor Corp. 1 (off)	100	Sep. 1998	(0)	100	-	-	Kidder Peabody Int.
K. Peabody Acceptor Corp. 2 (off)	100	Sep. 2000	(0)	100	-	-	Kidder Peabody Int.
Sino Land Co. (off)	175	Oct. 2000	5.00	100	-	-	Jardine Fleming
Korea Electric Power Corp.	150	Oct. 1998	4.50	98.32R	4.744	+55 (8 1/4%-98)	Merrill Lynch Int.
Korea Electric Power Corp.	150	Oct. 1998	4.25	98.57R	4.384	+55 (8 1/4%-98)	Merrill Lynch Int.
Standard Capital	150	Nov. 1998	8.00	98.86R	8.039	+125 (8 1/4%-98)	Morgan Stanley Int.
El Puerto de Liverpool	100	Oct. 1998	7.25	98.84R	7.310	+320 (8 1/4%-98)	Lazard Freres & Co
Bayerische Landesbank	500	Nov. 1998	4.75	99.42R	4.884	+15 (8 1/4%-98)	UBS
DINE	75	Oct. 1998	8.125	99.96R	8.137	+345 (8 1/4%-98)	JP Morgan Securities
Banco de Galicia (off)	50	Sep. 1998	7.50	99.995R	7.625	+352 (8 1/4%-98)	ING Bank
D-MARKS							
European Investment Bank	500	Oct. 1998	6.75	101.88	6.917	+77 (8 1/4%-00)	WestLB
Bank Austria	250	Nov. 2003	6.125	99.57R	6.211	+22 (8 1/4%-03)	Deutsche Bank
Province of Quebec	500	Nov. 2003	6.375	99.325R	6.489	+48 (8 1/4%-03)	WestLB
Council of Europe (off)	100	Nov. 2003	6.00	101.90	-	-	Trikinus & Burkhart
STERLING							
Republic of Finland	500	Oct. 2000	7.00	99.65R	7.065	+37 (8 1/4%-00)	BZW/JP Morgan Secs.
Gracchurich PLF (No. 1) (off)	250	Dec. 1998	(0)	99.975R	-	-	Barclays de Zoete Wedd
Gracchurich PLF (No. 1) (off)	300	Dec. 1998	(0)	100	-	-	UBS
Bank of Scotland (off)	20	undated	8.625	99.204R	8.710	+130 (8 1/4%-98)	Hoare Govett/ Salomon
YEN							
Sumitomo Corp. (off) (off)	150n	Feb. 1998	2.50	100.13R	-	-	Mitsubishi Finance Int.
FRANCE FRANCS							
France Telecom	20n	Nov. 2006	6.25	98.53R	6.420	+16 (0)	CCF
Kingdom of Sweden (off)	10n	Oct. 2003	6.45	100R	6.490	+35 (8 1/4%-03)	CCF
Kingdom of Denmark	70n	Oct. 1998	5.50	98.61R	5.781	+15 (8 1/4%-98)	Barclays de Zoete Wedd
Department of Haute-de-Seine	700	Nov. 2004	6.25	98.53R	6.311	+22 (8 1/4%-04)	Deutsche Bank France
General Electric Capital Corp	1.50n	Oct. 1998	5.50	98.86R	5.780	+30 (8 1/4%-98)	Merrill Lynch (France)
Crédit Local de France (off)	10n	Aug. 1998	5.75	98.84R	5.738	+18 (8 1/4%-98)	CICA
Banque Paribas	40n	Nov. 1998	6.00	98.33R	6.180	+52 (8 1/4%-98)	Barclays de Zoete Wedd
CANADIAN DOLLARS							
Bayerische Landesbank (off)	100	Nov. 2003	(0)	99.975R	-	-	M. Lynch/ Wood Gundy
Inter-American Development Bank	250	Nov. 2003	7.25	98.059R	7.386	+23 (7 1/4%-03)	Swiss Bank Corp.
Telecel Canada	75	Oct. 1998	7.50	99.55R	7.612	+110 (8 1/4%-98)	CS First Boston
KW International Finance	200	Nov. 1997	6.00	98.58R	6.122	+33 (8 1/4%-98)	Swiss Bank Corp.

It's not
so lonely
at the
top.

Today
Europe.
Wednesday 13
The World.

The FT Exporter is a quarterly review providing comprehensive, up to the minute news and information for exporters, including an exclusive Top 100 list of the UK's leading exporters.

It will provide expert analysis of export opportunities in China and Poland as well as insight into the cross-border trade implications of the GATT negotiations.

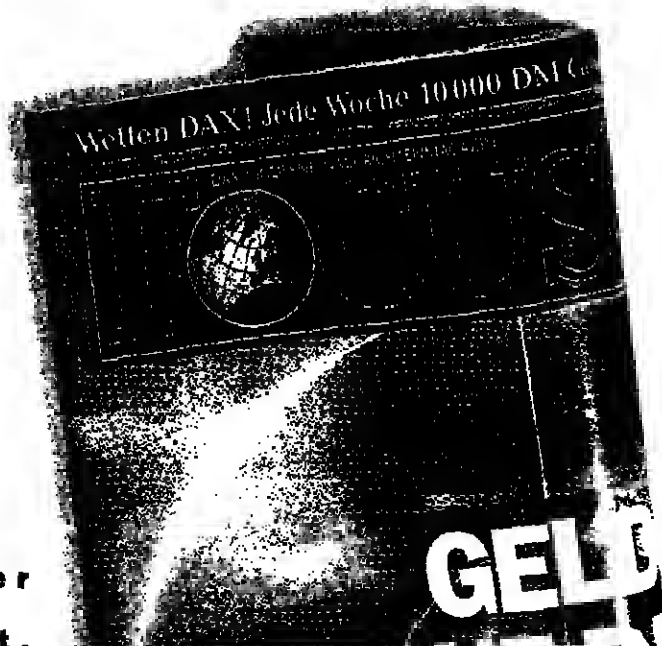
Mr Mickey Kantor, the United States' top trade official, gives his views on building links with Asia - and the risks for Europe if it does not do so.

There is also a users' guide to export finance, profiles on the most successful exporters and much more besides.

So if you're interested in the world of exports read the FT Exporter, published on Wednesday, October 13 with Europe's Business Newspaper.

FT Exporter

FT. Because business is never black and white.

FOCUS. Schneller
auf den Punkt.

* As 3.1 million readers in Germany know. (Source: AWA '93, Spring '93, tracking study)

ECONOMICS

UK recovery back in the spotlight

A RUSH of figures from the UK this week may, if good, quell misgivings about the strength of the recovery, with data on inflation, output, unemployment and retail sales expected.

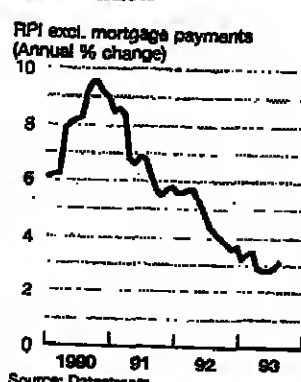
The retail price inflation figures will be awaited with particular apprehension following August's surprisingly sharp increase. Many analysts have promoted the view that inflation in the UK is "dead" and were shocked to see the headline rate leap from 1.4 per cent to 1.7 per cent. Underlying inflation - which excludes mortgage interest payments - rose from 2.9 per cent to 3.1 per cent.

Forecasts for manufacturing output are modestly upbeat, and analysts expect unemployment to remain where it is - 10.4 per cent of the workforce. This is also a busy week for statistics in the US. Economists will be looking to see whether figures for retail sales, initial claims, industrial production and trade figures confirm the gloomy picture of the economy highlighted in last week's non-farm payroll figures.

Today, US, Columbus Day - Treasury market closed. Japan, National holiday - markets closed. Yelstin makes first official visit to Japan. France, September CPI (up 0.2 per cent on month, up 2 per cent on year).

UK, September PPI input

UK Inflation



(down 0.2 per cent on month, up 0.2 per cent on year), output (up 0.2 per cent on month, up 4.4 per cent on year), excluding food, drink and tobacco (up 2.7 per cent on year).

Tomorrow: US, Federal governor Lindsey addresses Industrial Bankers Association in Washington. Johnson Redbook week ended October 9.

Japan, August machine orders (down 1.1 per cent on month, down 13.8 per cent on year). Germany, publication date of German constitutional court decision on Maastricht announced in Karlsruhe. IG Metall Management Board meeting in Frankfurt to discuss 1994 pay claims. UK, monthly monetary report. Panel of economic advisers -

seven wise men - meet chancellor. Chancellor addresses annual banquet of Worshipful Company of Glovers. Canada, August department store sales. Sweden, Nobel prize for economics awarded.

Wednesday: US, Greenspan testifies before House Banking on Federal accountability. September Atlanta Fed Index.

UK, August manufacturing output (up 0.4 per cent on month, up 1.8 per cent on year), industrial production (up 0.4 per cent on month, up 0.3 per cent on year), excluding mortgage interest payments (up 3.1 per cent on year). Spain, September CPI (up 0.5 per cent on month, up 4.8 per cent on year).

Thursday: US, September retail sales (up 0.5 per cent, excluding cars (up 0.6 per cent), producer prices index (up 0.2 per cent), excluding food and energy (up 0.2 per cent). Initial claims week ended October 9 (325,000). State benefits week ended October 2. Car and truck sales 1-10 October. Money supply data for September. 4 September money supply. UK, September unemployment (no change). August average earnings (3.5 per cent), unit wage costs (down 1 per cent in latest three months). Canada, September leading indicator (up 0.3 per cent on

year). August wage settlement increases (up 1 per cent). Sweden, September CPI (up 0.9 per cent on month, up 4.2 per cent on year).

Friday: US, September CPI (up 0.2 per cent, excluding food and energy (up 0.2 per cent). August merchandise trade (\$10.5bn deficit), exports (\$37.9bn), imports (\$48bn). Industrial production (up 0.2 per cent), capacity utilisation (81.8 per cent). October preliminary Michigan sentiment. August business inventory (up 0.3 per cent). September real earnings. Japan, September CPI (up 0.2 per cent on month, down 3.5 per cent on year).

Canada, August merchandise exports (up 1.2 per cent on month), imports (up 0.7 per cent on month), merchandise trade surplus (\$1.1bn). Korea, North-South Korean talks. During the week: Germany, September cost of living. August retail sales (down 2.2 per cent on year). September WPI (flat on month). Spain, September unemployment rate (16.5 per cent). September M4. Netherlands, May trade balance. Denmark, September CPI (up 0.4 per cent on month, up 1.3 per cent on year). August unemployment rate (12.3 per cent).

Emma Tucker

UK COMPANIES

TODAY

BOARD MEETINGS:

Highland
Hong Kong Inv.
Lucas Inds.

Parsons
Scottish Asian Inv. Co.
Tay Homes

Interim:
Amnux
Eurotunnel
Ryan Hotels

Interim:
Fleming Overseas Inv. Ltd.
Howard Nides, Kingston Lodge

Hotel, Kingston Hill, Kingston Upon Thames, Surrey, 10.30

BOARD MEETINGS:

Final:
Ermooi Dual Inv. Inv.
St. Neas
Sincelair (William) Hldgs.

Interim:
Goodhead
Brown (N)
Dunlop
Dunlop Int'l.
Seton Healthcare

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Tay Homes

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Amnux
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AUTHORISED UNIT TRUSTS

Unit Trust Name	Code	Unit Price	NAV	Dividend	Yield	Assets	Manager
Abn-Amro Unit Trust	0001	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0002	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0003	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0004	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0005	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0006	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0007	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0008	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0009	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0010	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0011	1.00	1.00	0.00	0.00	100.00	Abn-Amro
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Abn-Amro Unit Trust	0013	1.00	1.00	0.00	0.00	100.00	Abn-Amro
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Abn-Amro Unit Trust	0022	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0023	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0024	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0025	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0026	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0027	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0028	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0029	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0030	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0031	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0032	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0033	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0034	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0035	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0036	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0037	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0038	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0039	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0040	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0041	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0042	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0043	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0044	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0045	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0046	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0047	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0048	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0049	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0050	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0051	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0052	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0053	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0054	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0055	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0056	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0057	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0058	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0059	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0060	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0061	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0062	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0063	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0064	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0065	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0066	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0067	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0068	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0069	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0070	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0071	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0072	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0073	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0074	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0075	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0076	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0077	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0078	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0079	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0080	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0081	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0082	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0083	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0084	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0085	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0086	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0087	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0088	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0089	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0090	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0091	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0092	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0093	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0094	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0095	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0096	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0097	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0098	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0099	1.00	1.00	0.00	0.00	100.00	Abn-Amro
Abn-Amro Unit Trust	0100	1.00	1.00	0.00	0.00	100.00	Abn-Amro

Guide to pricing of Authorised Unit Trusts

Compiled with the assistance of Lauro SS

INITIAL CHARGE: Charge made on sale of units. Used to defray marketing and administrative costs, including commission paid to intermediaries. This charge is added to the price of units.

OFFER PRICE: Also called issue price. The price at which units are bought by investors. This price is also called the offer price.

RED PRICE: Also called redemption price. The price at which units are sold back to investors.

CANCELLATION PRICE: The minimum price at which units can be sold back to investors. This price is also called the cancellation price.

FORWARD PRICING: The price at which units are sold back to investors. This price is also called the forward pricing.

SCHEME PARTICULARS AND REPORTS: The most recent report and scheme particulars can be obtained free of charge from fund managers.

Other explanatory notes are contained in the last column of the FT Managed Funds Service.

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FT MANAGED FUNDS SERVICE

● FT Cityline Unit Trust Prices: dial (0891 or 0336) 430000, enter 4 and key in the five digit code listed below. Calls are charged at 36p/minute cheap rate and 48p/minute at all other times. International access available by subscription only. For more details call the FT Cityline Help Desk on (071) 873 4378.

GARTNOR FUND MANAGERS LTD - Cont.									
Fund Name	Code	Unit Price	NAV	YTD %	1Y %	3Y %	5Y %	10Y %	15Y %
Global Growth Fund	100001	1.00	1.00	10.5	12.5	15.5	18.5	21.5	24.5
Global Income Fund	100002	1.00	1.00	8.5	10.5	13.5	16.5	19.5	22.5
Global Bond Fund	100003	1.00	1.00	6.5	8.5	11.5	14.5	17.5	20.5
Global Equity Fund	100004	1.00	1.00	12.5	14.5	17.5	20.5	23.5	26.5
Global Dividend Fund	100005	1.00	1.00	9.5	11.5	14.5	17.5	20.5	23.5
Global Real Estate Fund	100006	1.00	1.00	7.5	9.5	12.5	15.5	18.5	21.5
Global Infrastructure Fund	100007	1.00	1.00	8.5	10.5	13.5	16.5	19.5	22.5
Global Natural Resources Fund	100008	1.00	1.00	9.5	11.5	14.5	17.5	20.5	23.5
Global Healthcare Fund	100009	1.00	1.00	11.5	13.5	16.5	19.5	22.5	25.5
Global Technology Fund	100010	1.00	1.00	13.5	15.5	18.5	21.5	24.5	27.5
Global Financial Services Fund	100011	1.00	1.00	10.5	12.5	15.5	18.5	21.5	24.5
Global Consumer Goods Fund	100012	1.00	1.00	9.5	11.5	14.5	17.5	20.5	23.5
Global Industrial Goods Fund	100013	1.00	1.00	8.5	10.5	13.5	16.5	19.5	22.5
Global Energy Fund	100014	1.00	1.00	7.5	9.5	12.5	15.5	18.5	21.5
Global Environmental Fund	100015	1.00	1.00	6.5	8.5	11.5	14.5	17.5	20.5
Global Socially Responsible Fund	100016	1.00	1.00	5.5	7.5	10.5	13.5	16.5	19.5
Global Emerging Markets Fund	100017	1.00	1.00	14.5	16.5	19.5	22.5	25.5	28.5
Global Frontier Markets Fund	100018	1.00	1.00	15.5	17.5	20.5	23.5	26.5	29.5
Global Private Equity Fund	100019	1.00	1.00	16.5	18.5	21.5	24.5	27.5	30.5
Global Hedge Fund	100020	1.00	1.00	17.5	19.5	22.5	25.5	28.5	31.5
Global Commodity Fund	100021	1.00	1.00	18.5	20.5	23.5	26.5	29.5	32.5
Global Art Collection Fund	100022	1.00	1.00	19.5	21.5	24.5	27.5	30.5	33.5
Global Fine Art Fund	100023	1.00	1.00	20.5	22.5	25.5	28.5	31.5	34.5
Global Wine & Spirits Fund	100024	1.00	1.00	21.5	23.5	26.5	29.5	32.5	35.5
Global Jewellery Fund	100025	1.00	1.00	22.5	24.5	27.5	30.5	33.5	36.5
Global Rare Coins Fund	100026	1.00	1.00	23.5	25.5	28.5	31.5	34.5	37.5
Global Stamp Collection Fund	100027	1.00	1.00	24.5	26.5	29.5	32.5	35.5	38.5
Global Manuscript Fund	100028	1.00	1.00	25.5	27.5	30.5	33.5	36.5	39.5
Global Rare Books Fund	100029	1.00	1.00	26.5	28.5	31.5	34.5	37.5	40.5
Global Antique Furniture Fund	100030	1.00	1.00	27.5	29.5	32.5	35.5	38.5	41.5
Global Rare Plants Fund	100031	1.00	1.00	28.5	30.5	33.5	36.5	39.5	42.5
Global Rare Animals Fund	100032	1.00	1.00	29.5	31.5	34.5	37.5	40.5	43.5
Global Rare Minerals Fund	100033	1.00	1.00	30.5	32.5	35.5	38.5	41.5	44.5
Global Rare Metals Fund	100034	1.00	1.00	31.5	33.5	36.5	39.5	42.5	45.5
Global Rare Gems Fund	100035	1.00	1.00	32.5	34.5	37.5	40.5	43.5	46.5
Global Rare Fossils Fund	100036	1.00	1.00	33.5	35.5	38.5	41.5	44.5	47.5
Global Rare Plants & Animals Fund	100037	1.00	1.00	34.5	36.5	39.5	42.5	45.5	48.5
Global Rare Minerals & Metals Fund	100038	1.00	1.00	35.5	37.5	40.5	43.5	46.5	49.5
Global Rare Metals & Gems Fund	100039	1.00	1.00	36.5	38.5	41.5	44.5	47.5	50.5
Global Rare Fossils & Plants Fund	100040	1.00	1.00	37.5	39.5	42.5	45.5	48.5	51.5
Global Rare Animals & Minerals Fund	100041	1.00	1.00	38.5	40.5	43.5	46.5	49.5	52.5
Global Rare Minerals & Fossils Fund	100042	1.00	1.00	39.5	41.5	44.5	47.5	50.5	53.5
Global Rare Metals & Fossils Fund	100043	1.00	1.00	40.5	42.5	45.5	48.5	51.5	54.5
Global Rare Gems & Fossils Fund	100044	1.00	1.00	41.5	43.5	46.5	49.5	52.5	55.5
Global Rare Plants & Fossils & Animals Fund	100045	1.00	1.00	42.5	44.5	47.5	50.5	53.5	56.5
Global Rare Minerals & Fossils & Metals Fund	100046	1.00	1.00	43.5	45.5	48.5	51.5	54.5	57.5
Global Rare Metals & Fossils & Gems Fund	100047	1.00	1.00	44.5	46.5	49.5	52.5	55.5	58.5
Global Rare Fossils & Plants & Animals Fund	100048	1.00	1.00	45.5	47.5	50.5	53.5	56.5	59.5
Global Rare Minerals & Fossils & Animals Fund	100049	1.00	1.00	46.5	48.5	51.5	54.5	57.5	60.5
Global Rare Metals & Fossils & Animals Fund	100050	1.00	1.00	47.5	49.5	52.5	55.5	58.5	61.5
Global Rare Gems & Fossils & Animals Fund	100051	1.00	1.00	48.5	50.5	53.5	56.5	59.5	62.5
Global Rare Plants & Fossils & Animals Fund	100052	1.00	1.00	49.5	51.5	54.5	57.5	60.5	63.5
Global Rare Minerals & Fossils & Animals Fund	100053	1.00	1.00	50.5	52.5	55.5	58.5	61.5	64.5
Global Rare Metals & Fossils & Animals Fund	100054	1.00	1.00	51.5	53.5	56.5	59.5	62.5	65.5
Global Rare Gems & Fossils & Animals Fund	100055	1.00	1.00	52.5	54.5	57.5	60.5	63.5	66.5
Global Rare Plants & Fossils & Animals Fund	100056	1.00	1.00	53.5	55.5	58.5	61.5	64.5	67.5
Global Rare Minerals & Fossils & Animals Fund	100057	1.00	1.00	54.5	56.5	59.5	62.5	65.5	68.5
Global Rare Metals & Fossils & Animals Fund	100058	1.00	1.00	55.5	57.5	60.5	63.5	66.5	69.5
Global Rare Gems & Fossils & Animals Fund	100059	1.00	1.00	56.5	58.5	61.5	64.5	67.5	70.5
Global Rare Plants & Fossils & Animals Fund	100060	1.00	1.00	57.5	59.5	62.5	65.5	68.5	71.5
Global Rare Minerals & Fossils & Animals Fund	100061	1.00	1.00	58.5	60.5	63.5	66.5	69.5	72.5
Global Rare Metals & Fossils & Animals Fund	100062	1.00	1.00	59.5	61.5	64.5	67.5	70.5	73.5
Global Rare Gems & Fossils & Animals Fund	100063	1.00	1.00	60.5	62.5	65.5	68.5	71.5	74.5
Global Rare Plants & Fossils & Animals Fund	100064	1.00	1.00	61.5	63.5	66.5	69.5	72.5	75.5
Global Rare Minerals & Fossils & Animals Fund	100065	1.00	1.00	62.5	64.5	67.5	70.5	73.5	76.5
Global Rare Metals & Fossils & Animals Fund	100066	1.00	1.00	63.5	65.5	68.5	71.5	74.5	77.5
Global Rare Gems & Fossils & Animals Fund	100067	1.00	1.00	64.5	66.5	69.5	72.5	75.5	78.5
Global Rare Plants & Fossils & Animals Fund	100068	1.00	1.00	65.5	67.5	70.5	73.5	76.5	79.5
Global Rare Minerals & Fossils & Animals Fund	100069	1.00	1.00	66.5	68.5	71.5	74.5	77.5	80.5
Global Rare Metals & Fossils & Animals Fund	100070	1.00	1.00	67.5	69.5	72.5	75.5	78.5	81.5
Global Rare Gems & Fossils & Animals Fund	100071	1.00	1.00	68.5	70.5	73.5	76.5	79.5	82.5
Global Rare Plants & Fossils & Animals Fund	100072	1.00	1.00	69.5	71.5	74.5	77.5	80.5	83.5
Global Rare Minerals & Fossils & Animals Fund	100073	1.00	1.00	70.5	72.5	75.5	78.5	81.5	84.5
Global Rare Metals & Fossils & Animals Fund	100074	1.00	1.00	71.5	73.5	76.5	79.5	82.5	85.5
Global Rare Gems & Fossils & Animals Fund	100075	1.00	1.00	72.5	74.5	77.5	80.5	83.5	86.5
Global Rare Plants & Fossils & Animals Fund	100076	1.00	1.00	73.5	75.5	78.5	81.5	84.5	87.5
Global Rare Minerals & Fossils & Animals Fund	100077	1.00	1.00	74.5	76.5	79.5	82.5	85.5	88.5
Global Rare Metals & Fossils & Animals Fund	100078	1.00	1.00	75.5	77.5	80.5	83.5	86.5	89.5
Global Rare Gems & Fossils & Animals Fund	100079	1.00	1.00	76.5	78.5	81.5	84.5	87.5	90.5
Global Rare Plants & Fossils & Animals Fund	100080	1.00	1.00	77.5	79.5	82.5	85.5	88.5	91.5
Global Rare Minerals & Fossils & Animals Fund	100081	1.00	1.00	78.5	80.5	83.5	86.5	89.5	92.5
Global Rare Metals & Fossils & Animals Fund	100082	1.00	1.0						

kicks
into life

CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGE AND MONEY MARKETS

EMU under scrutiny

THE future of European currency policy hangs in the balance this week as Germany deliberates on the Maastricht Treaty on European Union. Concentration on the implications for currency is likely to come to the fore as the impact of disappointing US job figures is taken on board.

Barring unforeseen dramas the German constitutional court will construe rule on whether Maastricht conforms with the country's basic law.

UK clearing bank base lending rate 6 per cent from January 26 1993

The most damning ruling would be for no move to Economic Monetary Union (EMU) without some form of vote. As opinion polls suggest more than 70 per cent of voters would oppose abolition of the D-Mark, a test of Maastricht at the polls would probably end Mr Kohl's chertwork currency analyst at UBS, said: "If the court votes no, convergence goes out the window."

Countries with high unemployment and low inflation would have to cut and run on the UK model. There would be no anchor and currencies would be assessed on their fundamental value.

It is more likely that the court will ratify the Treaty but attach strings. This could prompt heavy selling of the Ecu and affect its constituent parts, the main currencies in the exchange rate mechanism.

The potential impact of an adverse German decision was overshadowed by tension surrounding US employment data for September. When the figures came in on Friday they matched most forecasts but the make-up suggested any hopes for US recovery were premature. Heavy dollar selling was compounded by expiry of dollar/D-Mark options expiry and sent the US currency sharply lower against leading currencies.

Worries about the US economy are likely to be compounded by flat consumer and producer price statistics this week.

£ IN NEW YORK

Oct 8	Oct 9	Oct 10	Oct 11
Spot	1.5400-1.5350	1.5320-1.5270	1.5250-1.5200
3 months	0.37-0.38	0.37-0.38	0.37-0.38
6 months	0.37-0.38	0.37-0.38	0.37-0.38
12 months	0.37-0.38	0.37-0.38	0.37-0.38

Forward premiums and discounts apply to the US dollar

STERLING INDEX

Oct 8	Oct 9	Oct 10	Oct 11
8.20	80.0	80.0	80.0
10.00	80.0	80.0	80.0
11.00	80.0	80.0	80.0
12.00	80.0	80.0	80.0
13.00	80.0	80.0	80.0
14.00	80.0	80.0	80.0
15.00	80.0	80.0	80.0
16.00	80.0	80.0	80.0
17.00	80.0	80.0	80.0
18.00	80.0	80.0	80.0
19.00	80.0	80.0	80.0
20.00	80.0	80.0	80.0
21.00	80.0	80.0	80.0
22.00	80.0	80.0	80.0
23.00	80.0	80.0	80.0
24.00	80.0	80.0	80.0
25.00	80.0	80.0	80.0
26.00	80.0	80.0	80.0
27.00	80.0	80.0	80.0
28.00	80.0	80.0	80.0
29.00	80.0	80.0	80.0
30.00	80.0	80.0	80.0

CURRENCY MOVEMENTS

Oct 8	Bank of England Index	Morgan Guaranty Changes %
Shilling	80.9	-26.72
US Dollar	100.0	-12.30
Canadian Dollar	90.1	-1.80
Australian Dollar	115.8	+17.32
Swiss Franc	111.1	-2.55
Italian Lira	134.0	+3.29
Japanese Yen	147.7	+3.17
French Franc	116.5	+24.58
Dutch Guilder	121.3	+23.06
German Mark	107.5	-0.15
UK Pound	77.5	-38.72
Irish Punt	181.8	+125.11
Greek Drachma	88.0	-32.98
Morgan Guaranty changes: average		

NINE

Dividends Last City

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Jul Nov	7.8	3820	Moekathu
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Jul	7.0	4388
g Feb	7.8	5422
Mar	21.6	5412
Apr	21.8	5432
Jul Apr	21.8	5442
Jul	7.8	-
Mar	7.8	5432
Mar	7.8	5482
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Apr	21.8	5482
Jan	7.9	3273
Nov	7.8	5492

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هكذا من الاصل

Felipe González, the Spanish prime minister, speaks to Peter Bruce, David Marsh and Tom Burns

Nat

"My idea, and it seemed to me the best way to guarantee stability, was a coalition [but] with this excluded we have to make pacts to govern... If we

'We must remove all obstacles to job creation'

Mr González says parties of "democratic socialism", now in a small minority among EC

Setting out an agenda for plant-by-plant wage bargaining, and less onerous hire-and-fire regulations, he says: "We have to remove and eliminate all the obstacles to the creation

1000

A social policy that relies on, or demands, increased personal saving is bound to be widely unpopular. It is always more pleasant if somebody else pays. Yet it is necessary both to fuel economic growth and to cope with the economic insecurity that is the counterpart of market dynamism.

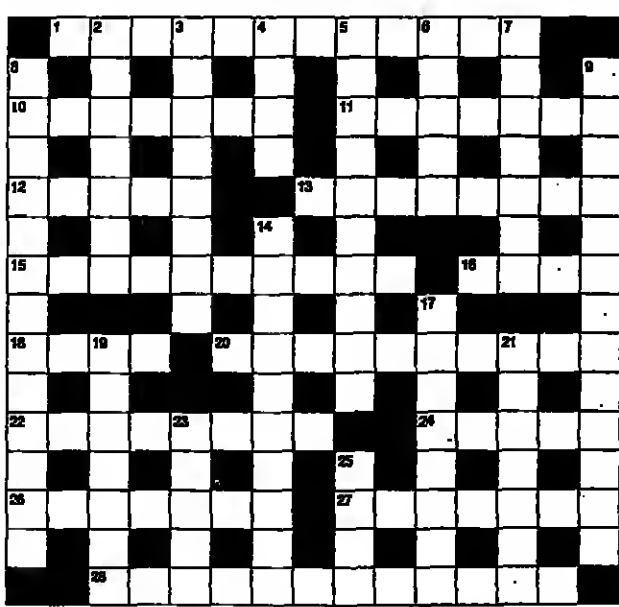
Nato's growing pains

Poland, Hungary and the Czech Republic have all pressed their hope of joining Nato; and the idea of enlarging Nato membership has been encouraged in Germany by Mr

More important, the US will

in some ways, western Europe will have to embrace the east. But it is obviously not yet ready to take on, by itself, the risks and possible threats posed by the disintegrating Russian empire.

.No.8,276 Set by QUARK



- | ACROSS | DOWN |
|---|---|
| 1 Best man dined out, preoccupied presumably (6) | 2 Pub's behaviour rules scanned before payment (3,4) |
| 10 The _____ plant attached to the blade grows by the shore (7) | 3 English light unit for air? (8) |
| 11 Stoke cold with ire? That'll be _____ some heat (7) | 4 Neat small container (4) |
| 12 Rebuild one by the wood (5) | 5 Occasional event on a lake (10) |
| 13 The thought is in the French to exalt to perfection (8) | 6 _____ lodger turned up to include old letter (5) |
| 15 Able to cross the pond? (State of ground after lot of water) (5-5) | 7 Pests perpetrate violent crime (7) |
| 16 Worn out cane (4) | 8 Arrive at the boundary, say, and take a leading part (12,3,4) |
| 18 Extravagant publicity in _____ (10) | 9 Mention artist's unwelcome bank statement (5,5,5) |
| 20 Going down one side? (10) | 10 First last-minute position around the stream (10) |
| 22 Fiver upset with ice cracking violently (8) | 11 Unbroken view of gold in Central American republic (8) |
| 24 Musical event after work for musical performance (5) | 12 Empire's break up, (said to be named to it) (6,7) |
| 26 Artist in London district noted for colourfull display (7) | 13 Crack about minister's damage (7) |
| 27 Pound coin I reconstructed it's difficult to see through (7) | 14 Old navigator - a sailor in sort of hammock (5) |
| 28 Does away with the former finishes (12) | 25 Look over a hundred and one places (4) |

The solution to last Saturday's prize puzzle will be published with names of winners on Saturday October 23.

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Partition plan unleashes wave of Bosnia expulsions

By Laura Silber in Bijelina

FEARS that a plan for the ethnic partition of Bosnia-Herzegovina would unleash a new wave of forced expulsions have been confirmed.

Serb authorities are evicting Muslims who over 18 months of war have remained in their home towns, designated part of the proposed Bosnian Serb mini-state.

Bosnian Croat forces, too, have stepped up their drive to expel the last Muslims from territory under their control.

In Bijelina, north-eastern Bosnia, Muslims willing to describe the terror seizing the prosperous town, where they once comprised half the population, speak only on condition their real names are not used.

Muhamed, a middle-aged teacher who was sacked by Serb officials, tells about a state commission which rounds up Muslims and forces them to cross front lines to the Bosnian government stronghold of Tuzla.

"First they check out the houses. They choose the big ones. In broad daylight, three men arrive in a black metallic Nissan jeep. If you are lucky, they give you three hours to pack," said Emira, his wife.

In a store front on a quiet street lined with well-kept gardens, a group of tattooed thugs boast that they are the commission's security team.

One man, carries a Luger pistol, which, mimicking the sound of a gun shooting, he says he will use against anyone who interrupts his work.

He says his commander is Mr Zeljko Raznatovic, known as Arkan, whose paramilitary unit in concert with the Yugoslav army in spring 1992 killed or expelled tens of thousands of Muslims from eastern Bosnia.

Muslims once comprised half of Bijelina's population of



A horse and cart drives past a banner backing the Muslim leader of Bosnia's Bihac enclave

32,000. The town was the first to fall to Serbian control.

The Commission selects "candidates" for the deportations. In what amounts to a trade-off, Serbian leaders allow looting of the Muslims as long as they are expelled.

Fearing retaliation, local Serbs opposed to the newest wave of ethnic cleansing remain silent. A Serbian eyewitness of the nightly round-ups says: "A group of Serb hoodlums gathers about 40 Muslims every second or third night... after that they are taken to agricultural high school. They steal everything from the Muslims, who have packed all their money and some gold."

Muhamed tells how he was evicted from his flat by Serb refugees but found shelter with relatives.

His wife, Emira, says local officials place Serb refugees from central Bosnia with Mos-

lem families in a process called cuckoo's nesting. "When that happens I will leave, I could not bear it," she says.

But most Muslims are not allowed to leave. Some pay up to DM500 (\$300) to "travel agencies" to be dumped at the

Serbian border with Hungary.

"Muslim neighbours disappear. Even those that sign loyalty oaths," says Muhamed. "There is no way for us to survive here... We don't know what we are waiting for," he adds.

Icy handshake for Yeltsin

Leyla Boulton and William Dawkins on president's Tokyo visit

RUSSIAN President Boris Yeltsin can expect an icy polite reception when he arrives in Tokyo this evening for a three-day official visit.

Mr Morihiro Hosokawa, the Japanese prime minister, will no doubt be relieved that Mr Yeltsin has at last made good his promise to make a visit, postponed twice already to the irritation and bewilderment of his hosts.

But once the welcoming handshakes are out of the way, Mr Hosokawa promises to get down to the prickly business of pushing for progress in the dispute over the four Kurile islands seized by Soviet troops in the final days of the second world war. He will also express regret over the recent bloodshed in Moscow - which prompted opposition calls for the visit to be cancelled.

Although vastly strengthened after suppressing his conservative enemies' armed uprising in Moscow, Mr Yeltsin is unlikely to be ready, this time round, for concessions on the islands Japan wants returned to it.

"It is difficult to expect a breakthrough in this direction," says Dr Vyacheslav Amirov of Moscow's Centre for Japanese and Pacific Research. "Notwithstanding the end of

this first phase in Russia's internal conflicts, the future of the president and the outcome of forthcoming elections is still not clear." He did not, however, exclude "surprises" from Mr Yeltsin, who is unpredictable in his decision-making.

Typically, the president has not clarified his position, describing declarations by his

based solely on this issue. "Such an approach is being avoided by the Japanese side," he claimed. "The development of relations is only beginning."

Admittedly, Japanese officials do not expect great progress on the islands during a visit which Mr Hosokawa last week described as more of a chance "to take Russo-Japa-

much for Mr Yeltsin. Like Britain's Falklands, these islands inspire a sense of national importance on both sides, out of scale with their economic value.

If any improvements are achieved during the visit, it will be thanks to the change of guard in Tokyo. Mr Yeltsin can be thankful that he is meeting the courteous Mr Hosokawa and not a prime minister from the LDP, the governing party for 38 years until it lost power this summer.

Despite his more conciliatory tone, Mr Hosokawa is under even more political pressure than his predecessors to get redress from Moscow for wartime wrongs. Many people, especially in the LDP, were shocked by his recent apologies for Japan's wartime aggression and see Mr Yeltsin's visit as an opportunity to restore the balance.

Japan has been careful not to spell out its offer in return for territorial concessions, beyond sticking to its policy that it will offer no large-scale economic aid until the issue is resolved. In practice, that stance has become increasingly hard to maintain. Japan is now Russia's third largest aid donor, with pledges of \$5bn (£3.8bn) - of which only 10 per cent has been disbursed so far.

Japanese will push for progress on the disputed islands

prime minister in August that Russia would never return the islands as "just one variant". In contrast, Mr Gennady Burbulis, an aide who is the main liberal voice in the Yeltsin camp, told a recent seminar in Tokyo that he was sure the islands would be returned "sooner or later".

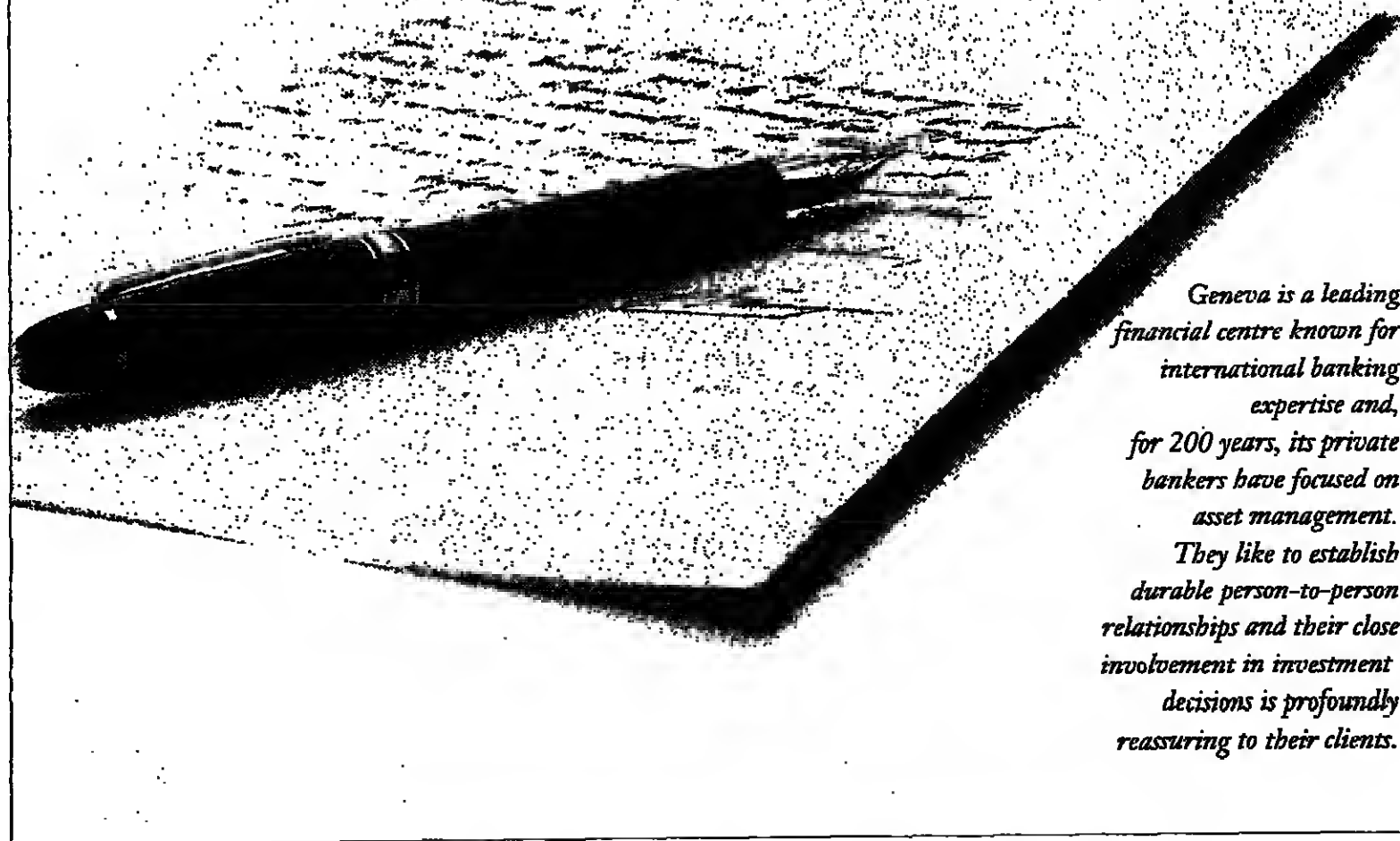
Regarding Moscow as an opportunistic aggressor in seizing the islands, Japan has yet to sign a peace treaty with Russia formally ending wartime hostilities.

Although the Japanese see their "northern territories" as the main item on the agenda, a Russian Foreign Ministry official on Friday blamed the media for "suggesting that the importance of this visit is

nese relations to a new level". In a desire to improve relations, it hopes to conclude 15 co-operation accords ranging from space technology to improving safety at Russian nuclear power plants and helping to dismantle Russian nuclear weapons.

The most Tokyo hopes for on the territorial front is to name the four islands - Iturup, Kunashir, Shikotan and Haboru - in a joint communiqué at the end of the visit. Japan would take this as Russian acknowledgement of its claims to all four and a step forward from a 1956 communiqué - since nullified by Moscow - in which the Soviet Union offered to return two of them. Even this is likely to be too

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Serbs halt UN relief convoys

UN OFFICIALS said relief convoys headed for two besieged Bosnian Muslim towns were held up at the last moment yesterday by Serb authorities in Banja Luka, contrary to earlier UN reports, Reuter reports from Sarajevo.

Mr Ray Wilkinson, a spokesman for the UN High Commissioner for Refugees (UNHCR), had said earlier the convoy had left the north Bosnian town of Banja Luka, but he said Serb authorities halted the convoy despite giving verbal permission previously.

"We didn't get final approval," Mr Wilkinson said. "We got every signature except one."

He said the convoy would stay in the Bosnian Serb stronghold of Banja Luka for the night, and was hoping to try again today.

The two convoys were carrying 250 tonnes of aid for the Muslim towns of Maglaj and

Tesanj, which have been cut off from food deliveries by road since June.

The UN estimates nearly 150,000 people are trapped in the Maglaj pocket in northern Bosnia, where Serb and Croat forces have encircled Muslim towns.

The convoy left Zagreb for the Maglaj area after lengthy negotiations between UNHCR officials and Serb authorities.

This would be the first UN aid convoy into the Maglaj pocket since June 1. The last UN convoy into the area was shelled outside Maglaj and three relief workers were killed.

The Maglaj region, where hundreds of people were reported to have been killed in repeated bombardments during the five-month joint Serb-Croat siege, was shelled again on Saturday, according to Sarajevo radio.

Europe to speed vetting of rights

By Edward Mortimer in Vienna

EUROPE'S Strasbourg-based human rights machinery is to be radically reformed, under a decision taken in Vienna at the weekend. The present two-tier system, under which complaints are exhaustively vetted by a commission before being heard by the European Court of Human Rights, will be scrapped in favour of a single court, in an effort to reduce the time it takes to reach a final judgement.

The decision was taken by the Council of Europe, the body which set up the machinery in the early 1950s. It was meeting at summit level for the first time in its 44-year history. Nearly all the 32 member states were represented by their head of state or government - the main exceptions being Britain, whose prime minister, Mr John Major, was attending his party's annual conference, and Greece, in the throes of a general election. The summit also decided to call for a new "framework convention" on the protection of national minorities, and "a protocol complementing the European Convention on Human Rights in the cultural field by provisions guaranteeing individual rights, in particular for persons belonging to national minorities".

But whereas the protocol establishing the single court of human rights is to be ready

for signature by next May, the documents on minority rights - a highly sensitive issue for many European governments - will take much longer to agree. And the framework convention, unlike the human rights convention, will not be enforceable by a court. It will only specify "the principles which contracting states commit themselves to respect".

Mr Vaclav Havel, the Czech president, voiced reservations shared by Britain and France when he warned the summit not to "let in the demon of national collectivism with a seemingly innocent emphasis on the rights of minorities and on their right to self-determination". Such an emphasis, he said, "inevitably leads to questioning of the integrity of the individual states and the inviolability of their present borders".

Under the draft protocol restructuring human rights machinery, judges of the single court (one for each member state) will sit in committees of three to weed out inadmissible cases, and in "chambers" of seven to try the merits of those judged admissible. Difficult or important cases may be referred to a "Grand Chamber" of 17 judges. Lord Mackay of Clashfern, Lord Chancellor, who represented Britain, says he hopes this procedure may have the time to settle an average case (now 5-6 years).



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NEWS: INTERNATIONAL

South Korea calls secret dealers to account

By John Burton in Seoul

SOUTH KOREA is today bracing itself for the final deadline in a decade-old two-months ago by President Kim Young-sam hatching the tax dodge of using false names for financial transactions. The deadline on converting such accounts into the real name of their owners expires tomorrow, and any remaining could be confiscated.

Some analysts expect the financial sector to be thrown into chaos by a massive last-minute withdrawal of funds from bank and stock accounts by large depositors - the

so-called "big hands" who dominate the money markets - in an effort to hide their money from the tax collector.

This could trigger a banking crisis and cause temporary defaults at some financial institutions, while sending the stock market into a dive.

But officials discount such fears. "There is no way they can withdraw their money without disclosing their true identity," said Mr Lee Kyung-shik, deputy prime minister for economic affairs. He was referring to the requirement for all account holders to provide identification proving ownership of the assets when engaged

in financial transactions.

About 70 per cent of the Won300,000bn (\$245bn) in financial accounts has been identified since the decree was issued, according to Mr Yong Soo-gil, a senior government adviser who planned the reform. The large unverified portion has led to speculation that hidden financial assets may amount to between Won30,000bn and Won75,000bn, or 10-25 per cent of all financial accounts.

The government estimates that only Won3,000bn is being held under false-name accounts. But analysts argue that the problem is far larger

because some account holders have borrowed the names of other people to hide their assets, which complicates the identification process.

In an attempt to encourage hesitant account holders to report their assets, the government recently announced that owners of anonymous accounts could buy low-interest 10-year government bonds to avoid tax investigations and gift and inheritance taxes. But there has been little response so far.

The government described the bond offer as one way to soak up money from the underground economy, which is estimated to equal 20 per cent of

gross national product, and use it to revive economic growth.

Mr Kim's administration has been criticised for pursuing the real-name system at the expense of the economy. The central bank last week predicted that economic growth could slow to 4 per cent this year, the lowest rate since 1980, as a result of the real-name system.

The attack on the underground economy is disrupting growth because the hidden funds helped finance corporate investment and supported consumer spending.

Small and medium businesses, for example, have

depended on funding from the unofficial korb market, which is largely financed by money held under false names. The crackdown has caused that market to collapse and threatened the survival of small businesses unable to acquire bank loans because they lack collateral.

The government has provided Won1,000bn in emergency loans to the sector and claims it has averted a rise in bankruptcies.

Mr Lee and other officials express confidence that the economy will recover next year as the nation adjusts to the new system.

The stock market index fell by 8 per cent on the introduction of the real-name system, but has since recovered to its previous level. Some analysts even predict that share prices could rise sharply as false-name holders switch their funds to the stock market.

Meanwhile, the authorities are taking strict measures to prevent the flight of capital abroad, including searching departing passengers at airports for large amounts of cash or bank drafts. Officials are also examining property deals to prevent the secret funds finding a new home in land speculation.

Polls in provinces benefit Bhutto

By Farhan Bokhari in Lahore

MS BENAZIR BHUTTO'S ability to form a durable government in Pakistan was strengthened at the weekend by the outcome of provincial elections.

Her Pakistan People's Party (PPP) won a narrow lead in Punjab, the largest and wealthiest province, where her rival Mr Mohammed Nawaz Sharif, has been chief minister. As in Wednesday's national elections, in which Mr Sharif's Pakistan Muslim League (PML) also won fewer seats than the PPP, he refused to concede defeat.

Ms Bhutto said in Lahore: "Although the margin is small, the message is clear... that the Pakistan People's Party and its allies will be forming the government of Punjab." However, Mr Sartaj Aziz, secretary general of the PML, said in Islamabad: "How can they make such claims? They are still far from being there."

The PPP and its allies won 112 seats against the PML's 106 seats in the province, which has a total of 340 seats for Muslims and eight for non-Muslim members. The result has suddenly increased the importance of the non-Muslim members as well as another two independents. Both sides are now trying to win their support.

Ms Bhutto's party won a comfortable majority in her home province of Sindh.

The PML and its allies won enough seats to form the government in the North West Frontier province, while in Baluchistan no single group won enough seats to form the government.

At a national level Ms Bhutto is trying to win over smaller parties and independent members in the 217-seat lower house of parliament, where she and her allies have 95 seats so far against Mr Sharif's 72. The house is due to meet next week to elect the prime minister.

The Karachi stock exchange 100-share index fell 7.1 points to 1,302.12 yesterday, the first trading day after the election.

Talk of plots as PLO seizes its own guards

By Lamis Andoni in Amman

THE ARREST by the Palestine Liberation Organisation of several hodyguards at its headquarters in Tunis appears to reflect continued and deep divisions within the organisation over last month's historic Israeli-Palestinian accord.

PLO officials were quoted as saying that the crackdown followed two failed attempts on the life of Mr Yasser Arafat, the PLO chairman. The plots were allegedly masterminded by Abu Nidal and Ahmed Jibril, leaders of two small renegade factions which oppose the pact.

However, other Palestinian officials in Tunis said the arrests were in fact a pre-emptive step by Mr Arafat to marginalise critics of the accord within the mainstream Fatah movement of the PLO. He was expected to use the alleged plots to discredit opponents of the agreement at last night's PLO central council meeting, called to discuss and ratify the deal.

Two main rejectionist groups, the Popular Front for the Liberation of Palestine (PFLP) and one wing of the Democratic Front for the Liberation of Palestine, have boycotted

the meeting. Leaders of 10 rejectionist groups based in Damascus, and the Hamas Islamic resistance movement, last week agreed to create a new leadership for the six-year-old *intifada* uprising in the occupied territories and step up attacks on Israeli targets.

Further PLO-Israeli talks towards implementation of the outline deal began on Wednesday in Cairo and in Taba, the Egyptian Red Sea resort.

David Horowitz, adds from Jerusalem: "Two Israeli hikers, shot and hanged to death in the occupied West Bank on Saturday, were buried yesterday by Israeli ministers vowed not to let their killers undermine the peace accord."

Two rival groups opposed to the autonomy deal - the PFLP and the Moslem fundamentalist Islamic Jihad - each yesterday said they were responsible.

Most of yesterday's weekly cabinet meeting was devoted to discussion of the killings and of an attempted raid on northern Israel by the PFLP early on Saturday. "The war continues," said Mr Shimon Peres, foreign minister. "In the past it was a war against Israel, and today it is a war against peace with Israel."



Palestinian chief negotiator Hajdar Abdel-Shafi arrives in Tunis for the PLO council meeting

BCCI trial opens in Abu Dhabi

By Robin Allen in Abu Dhabi

THE trial in Abu Dhabi of 13 former officers of the Bank of Credit and Commerce International has been adjourned until 13 November following a preliminary hearing on Saturday. All of the defendants in court - 11 of the 13 charged - pleaded not guilty to the charges which include

fraud, forgery, bribery and mismanagement.

If found guilty, each could face up to three years in jail on any one of the charges. Mr Mohammed Saleh Naqvi, a former chief executive, is charged on nine counts. Others, including Mr Agha Hassan Abedi, the bank's founder and president who is being tried in absentia, face up to a similar number.

In his opening statement, Mr Adil Mahmood, the Egyptian public prosecutor, said the attorney general's office had

had severe difficulty identifying the nature and extent of the alleged fraud because of the "family system" on which the bank operated, where those concerned were bound by friendship and personal ties originating in Pakistan. As bank officers, "they were all very careful not to give information which could harm each other", he claimed.

Abu Dhabi's exposure to BCCI and related entities amounted to \$9.4bn, of which some \$1bn may be recoverable

in the longer term.

If, as is possible, the private department of Sheikh Zayed, the ruler of Abu Dhabi and president of the United Arab Emirates, institutes civil proceedings against the accused to seek compensation for financial losses, then the court proceedings could run on indefinitely.

It is more likely, however, that the criminal trial will proceed on its own, in which case the trial could last up to six months.

Pressure on Libya at UN over Lockerbie

By Mark Nicholson in Cairo

THE UNITED Nations Security Council will today begin formal discussions on a draft US, British and French resolution tightening sanctions against Libya which could go to a vote within days. British officials expressed confidence the resolution would be approved.

This follows Libya's refusal to turn over for trial in a US or Scottish court two men accused of planting the bomb which destroyed a PanAm flight over Lockerbie, Scotland, in 1988 - and their failure to volunteer themselves for trial.

A 15-strong team of international defence lawyers said after a two-day meeting in Tripoli with the two men that they saw legal impediments to their clients receiving a fair trial in Scotland. They expressed "grave concern" that any trial there would be prejudiced by the extensive publicity surrounding the case.

The meeting was part of a complex series of moves which British and other western diplomats claim is simply an elaborate attempt to buy time and perhaps stall imposition of sanctions.

Can Yeltsin be a democrat and a reformer?

HAVING seized power by eliminating the core group of opponents to his economic programme, Russia's President Boris Yeltsin must now decide how to use it.

His first instinct seems to be to press ahead with parliamentary elections in December. But Mr Yeltsin knows both that the state of the economy is not in good shape. Hence his dilemma: delaying elections may threaten his political legitimacy; pressing ahead with elections quickly may prevent him from implementing the kind of radical economic reforms upon which his political future depends.

This is a subject on which officials from the World Bank and the International Monetary Fund are keen to keep quiet. Publicly, they have no views about the desirability of different political regimes. But the combined experiences of the IMF and the World Bank must have taught them some lessons about the links between economic outcomes and the nature of political regimes.

The first lesson seems to be that there is

no discernible relationship between economic growth and political regime. China has posted faster growth rates over the past decade and achieved a much larger rise in literacy than India, one of the world's oldest democracies. But Poland has managed both to revive its economy and manage a transition to democracy, neither of which has occurred in authoritarian Romania. Zaire does not suggest authoritarianism is good for growth, but nor do Kenya, Zimbabwe or Nigeria suggest that multi-party elections deliver economic recovery.

A more systematic examination of the relationship between growth and democracy conducted by John Hellwell at the US National Bureau of Economic Research, fits this anecdotal view. In a sample of 98 countries over the period 1980 and 1985, he finds that countries with higher levels of income per head are more likely to be democracies, but that democracies do not tend to grow either faster or slower than non-democracies.

Yet Russia's situation is a little more

delicate: before it can worry about growth, Mr Yeltsin's government must first stabilise the economy's rapid inflation rate. But will elections help? Stabilising a monthly inflation rate of 20 per cent should improve the lot of millions of Russians. But the corollary of a successful stabilisation is likely, at least in the short term, to mean a rise in unemployment from less than 1 to perhaps considerably more than 10 per cent.

The World Bank did, in fact, examine the links between successful IMF stabilisation programmes and political regime a few years ago. The results, hurried deep in the 1991 World Development Report, are reproduced in the chart. Success is measured by the number of years in which fiscal deficits, central bank credit growth or government spending fell. The analysis suggests that there is little to choose between continuous democratic or authoritarian regimes: credit growth falls about 60 per cent of the time in both cases. But the chances of successful stabilisation were much lower in countries which only

recently made the transition to democracy, presumably because political alignments were more fluid and governments more anxious to deliver signs of progress.

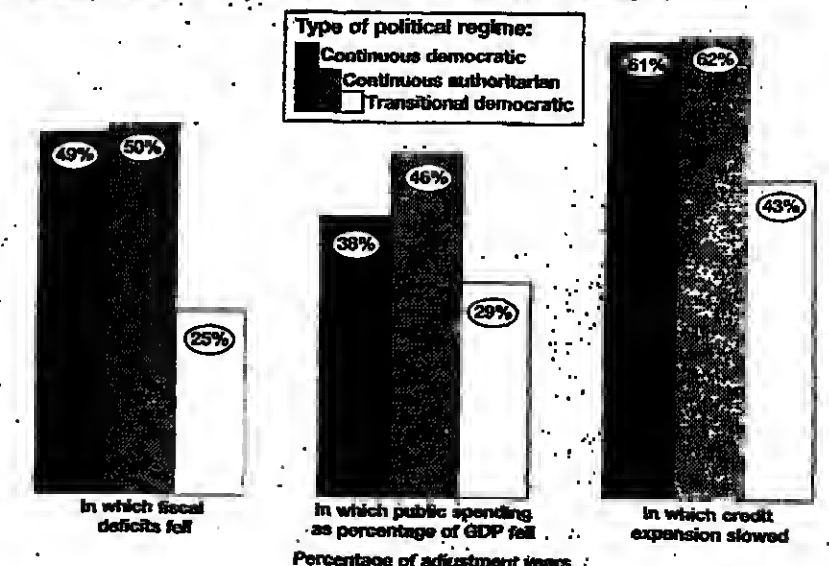
This tension between political transition and economic stabilisation is not only a dilemma for Mr Yeltsin. The G7 governments probably have little option but to link aid to democratic reform in Russia. But, as IMF or World Bank officials may whisper in their ears, that does not necessarily imply that democratic elections, as opposed to the promise of them, must be a precondition for either aid or reform. Ghana, one of Africa's most successful reformers, waited 10 years between stabilisation and multi-party elections. And, as Mr Yeltsin may reflect, these were won by the erstwhile dictator, Flight Lieutenant Jerry Rawlings.

Edward Balls

* Working paper 4066, May 1992, NBER, 1080 Mass. Ave, Cambridge MA 02138 USA.

Politics of successful stabilisation

Percentage of years in which IMF adjustment programmes were successfully implemented.



Source: World Development Report 1991

*Based on reforms implemented by 17 countries from the 1950s to the 1990s.

INTERNATIONAL ECONOMIC INDICATORS: PRICES AND COMPETITIVENESS

Yearly figures are shown in index form with the common base year of 1985. The real exchange rate is an index throughout; other quarterly and monthly figures show the percentage change over the corresponding period in the previous year and are positive unless otherwise stated.

■ UNITED STATES					■ JAPAN					■ GERMANY					■ FRANCE					■ ITALY					■ UNITED KINGDOM					
Consumer price	Producer price	Earnings	Unit labour cost	Real exchange rate	Consumer price	Producer price	Earnings	Unit labour cost	Real exchange rate	Consumer price	Producer price	Earnings	Unit labour cost	Real exchange rate	Consumer price	Producer price	Earnings	Unit labour cost	Real exchange rate	Consumer price	Producer price	Earnings	Unit labour cost	Real exchange rate	Consumer price	Producer price	Earnings	Unit labour cost	Real exchange rate	
1985	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	100.0	
1986	101.8	98.8	102.2	98.4	101.9	98.3	101.4	103.3	118.2	99.9	97.5	103.8	109.9	107.0	100.1	97.2	104.5	101.5	102.9	108.1	103.2	104.8	102.7	103.6	108.4	104.3	107.7	104.5	104.0	
1987	106.6	100.7	108.9	96.7	74.9	101.2	92.5	103.1	100.8	123.3	100.1	95.1	108.0	107.1	110.5	105.9	97.8	107.8	103.0	104.1	111.0	103.2	111.8	105.5	104.8	107.7	106.2	107.2	104.8	
1988	109.9	103.2	106.8	99.1	71.4	102.2	92.3	107.8	98.2	130.0	101.4	96.2	113.0	106.8	108.9	106.8	102.8	111.1	104.0	101.9	118.5	106.8	118.4	108.7	103.8	110.3	113.2	128.2	106.8	
1989	115.2	105.1	107.1	76.0	70.0	104.8	94.2	114.0	98.1	122.1	104.2	95.3	117.3	108.0	106.4	112.8	106.4	115.4	105.3	99.8	124.2	113.1	126.8	112.3	107.4	121.8	118.0	137.2	113.8	
1990	121.5	113.8	113.8	104.3	71.0	106.2	95.7	120.1	98.2	135.0	105.7	102.0	123.8	110.3	110.3	118.5	107.1	120.6	109.5	102.9	131.6	117.8	134.7	116.9	106.5	133.3	128.3	159.0	109.7	
1991	126.6	119.3	117.3	107.8	71.1	111.8	96.8	124.2	101.6	116.2	110.7	103.4	131.8	115.0	106.4	120.2	105.8	125.8	113.8	101.3	140.3	121.7	147.9	131.3	107.7	141.2	133.1	162.4	109.1	
1992	130.4	117.7	120.2	108.1	70.0	113.9	96.8	125.6	111.1	118.7	115.1	104.8	138.8	121.5	110.5	123.0	104.0	130.3	115.8	104.7	147.7	124.0	155.8	136.9	102.4	146.4	137.2	173.1	109.8	
3rd qtr:1992	3.1	1.9	2.3	0.7	91.3	0.0	-0.8	0.7	8.9	117.1	3.5	1.0	n.a.	8.5	111.2	2.7	-0.9	n.a.	1.8	105.0	5.2	1.9	3.7	2.7	104.3	8.9	2.8	8.2	105.7	
4th qtr:1992	3.0	1.8	2.2	-0.8	72.2	0.0	-1.2	-0.1	10.4	122.2	3.7	0.5	n.a.	7.7	113.2	2.2	-1.5	n.a.	2.8	108.2	4.8	2.2	2.9	6.5	93.0	3.0	3.1	5.7	107.7	
1st qtr:1993	3.2	2.0	2.8	-1.3	74.3	1.2	-1.1	-0.5	7.0	126.0	4.8	0.5	n.a.	8.8	113.4	2.1	-2.3	n.a.	10.9	109.3	4.8	3.1	2.8	4.4	88.8	1.8	3.8	4.9	107.4	
2nd qtr:1993	3.2	2.0	2.5	-2.4	72.7	1.0	-1.4	0.7	5.3	135.0	4.2	-0.2	n.a.	5.2	111.7	2.0	-3.3	n.a.	10.9	108.3	4.1	3.1	3.1	4.1	86.5	1.3	4.0	4.2	107.4	
3rd qtr:1993	3.2	2.0	2.5	-2.4	70.2	1.7	-1.4	0.7	5.3	142.0	4.2	-0.2	n.a.	5.2	111.7	2.0	-3.3	n.a.	10.9	108.3	4.1	3.1	3.1	4.1	86.5	1.3	4.0	4.2	107.4	
October 1992	3.2	1.7	2.5	-0.4	70.2	1.3	-1.1	1.2	10.6	121.8	3.7	0.5	n.a.	7.0	113.7	2.4	n.a.	n.a.	108.6	4.9	2.0	4.1	n.a.	92.8	3.8	2.8	6.3	-0.5	93.8	
November	3.0	1.4	1.7	-1.1	73.2	0.8	-1.1	1.2	10.4	122.4	3.7	0.5	n.a.	9.5	112.4	2.1	n.a.	n.a.	107.9	4.9	2.2	4.1	n.a.	94.7	3.0	3.1	5.6	0.2	91.3	
December	2.9	1.8	2.5	-1.0	73.4	0.9	-1.2	-1.0	10.3	122.3	3.7	0.5	5.2	6.7	113.4	2.0	n.a.	3.8	108.0	4.9	2.5	2.4	n.a.	91.4	2.8	3.4	5.4	-0.8	93.5	
January 1993	3.3	2.0	3.4	-1.8	74.5	1.0	-1.1	-3.8	10.1	122.0	4.4	0.8	n.a.	11.5	113.8	2.1	n.a.	n.a.	108.8	4.2	2.8	2.8	n.a.	88.0	1.7	3.6	5.0	-0.8	93.5	
February	3.2	2.0	2.5	-2.1	74.7	1.3	-1.0	1.5	7.8	120.4	4.2	0.5	n.a.	11.5	113.8	2.1	n.a.	n.a.	108.8	4.4	2.8	2.8	n.a.	88.0	1.8	3.6	5.9	-2.8	90.3	
March	3.1	2.0	2.5	-2.0	74.0	1.2	-1.2	1.0	3.8	122.2	4.2	0.3	n.a.	5.9	113.7	2.2	n.a.	3.4	108.7	4.2	3.5	2.7	n.a.	83.9	1.9	3.7	4.0	-2.5	92.0	
April	3.2	2.5	2.6	-2.1	72.6	0.9	-1.3	2.0	5.4	132.0	4.3	0.1	n.a.	7.5	112.6	2.1	n.a.	n.a.	110.0	4.2	3.7	2.8	n.a.	83.9	1.9	3.7	4.0	-2.5	92.0	
May	3.2	2.0	2.5	-2.1	72.5	1.1	-1.5	2.3	6.1	134.4	4.2	-0.3	n.a.	10.0	111.5	2.0	n.a.	n.a.	109.3	4.0	3.9	2.8	n.a.	87.7	1.3	4.0	4.4	-1.8	94.8	
June	3.0	1.4	2.6	-2.9	73.0	1.0	-1.5	-0.9	4.5	136.7	4.2	-0.4	n.a.	11.0	110.6	1.8	n.a.	n.a.	108.6	4.9	2.2	4.1	n.a.	92.8	3.8	2.8	6.3	-0.5	93.8	
July	2.8	1.3	2.5	-2.7	74.3	1.8	-1.7	0.8	4.5	140.2	4.3	-0.2	n.a.	11.0	110.7	2.1	n.a.	n.a.	108.3	4.4	4.1	n.a.	n.a.	86.5	1.4	4.2	4.3	3.7	-0.4	94.8
August	2.8	0.8	2.5	-2.9	73.9	2.0	-1.8	0.8	4.5	146.2	4.3	-0.3	n.a.	11.3	111.2	2.2	n.a.	n.a.	105.0	4.4	4.1	n.a.	n.a.	85.4	1.7	4.3	3.7	-0.6	97.0	
September	2.8	0.8	2.5	-2.9	73.9	2.0	-1.8	0.8	4.5	140.8	4.3	-0.3	n.a.	11.3	111.2	2.2	n.a.	n.a.	105.0	4.4	4.1	n.a.	n.a.	85.4	1.7	4.3	3.7	-0.6	97.0	

Polls in provinces benefit Bhutto

FINANCIAL TIMES SURVEY

BUSINESS LOCATIONS IN EUROPE

Monday October 11 1993

The driving force behind much of the business location activity across Europe arises from the need to consolidate manufacturing, distribution and management functions, and to adjust to a wider European market of 400 million people, reports Michael Cassell

Companies face tough decisions

WHILE the politicians agonise over the future shape and direction of Europe, the commercial community which makes up one of the world's most powerful economies has to get on with its business. The luxury of long-term summits is for others; winning the next order is top of the daily agenda. But as corporate Europe clocks on, it is increasingly obliged to take note of far-reaching structural changes, proposed and underway, in the political and economic landscape. Companies' future success or failure will depend on the strength of their strategic skills and how they deploy them to best exploit a western and central European market of 400m people. Nor will the game of winning in Europe only be played by the huge multinational corporations who are well used to adapting, chameleon-like, to local circumstances; more modest-sized businesses will have to raise their sights to wider European horizons. Even without the prospect of an enlarged community, the parameters for doing business are already changing. The recent creation - by the EC and the seven member states of the European Free Trade Association - of the European Economic Area establishes the world's largest free trade market. Central and eastern European markets, despite the immense difficulties confronting businesses intent upon capitalising on the new freedoms of former communist states, add yet another dimension to the marketplace. Small wonder that there is a growing tendency for companies to abandon the notion of the nation state and to think in European terms for their markets and regionally for their manufacturing, distribution and management facilities. Still less surprising that companies from the world's most important trading nations, like the US and Japan, remain keen to increase their presence and participation in Europe, even if their efforts are temporarily subdued by liquidity pressures and recession. The big inward investors are maintaining extensive inward investment programmes, but the decision-making process is being stretched and in such uncertain economic times there is a growing reluctance



to push the button. Much has also been made of the threat to Europe posed by the economic power-house fast emerging along the Pacific rim, with a ferocious rate of high-technology investment being notched up in places like Taiwan and South Korea. The US might also be increasingly attracted to markets on its own doorstep once it signs a North American Free Trade Agreement with Canada and Mexico. But does that mean that Europe's best days for attracting global business are over? "The idea that Europe as a location for corporate investment is somehow 'over the top' is ridiculous," according to Dr Wilfried Vossen, managing director of Plant Location International, the location specialists. "Europe is and will remain a huge market, with high education and skills levels and enormous consumer power. But it is certainly going to have to adapt if it is not to lose the international battle for investment. "Europe is becoming a very expensive alternative to other investment locations and it is going to have to tackle many sacred cows, not least high social costs which can no longer be afforded and which make it very hard to create employment," adds Dr Vossen. Such comments find a warm reception among critics of the EC social chapter in the UK, which has refused to sign up. The Institute of Directors recently described EC social legislation as a "misdirected and damaging job-destroying machine"; and the British government is now calling on EC members to reform their social security systems in order to cut the rising cost of employment. Germany's most recent experience would tend to support the theory. According to

Mr David Rees, head of location advisory service at Ernst & Young: "There is now a flow of outward investment from German companies into other parts of the community as they migrate away from their own high costs". German investment in the UK now ranks second behind the United States, with 51 investment decisions - involving 16,000 jobs - recorded in the year to April 1993 by the Invest in Britain Bureau. Past achievement, even so, is no guarantee of future success and now competition for foreign investment is intense, with France and Spain, for example, giving priority to attracting their share of available funds. With the first wave of large, green field investment over, there may also be a temptation among many companies to spread risk by selecting a separate location for second generation projects. The type of investment may also change, with fewer green field developments and more attention paid to expanding or modernising existing facilities. The driving factor behind much of the location activity now underway across Europe emanates from the search for economies of scale and the need to rationalise structures established when European markets were more fragmented - "the rate of consolidation

INVESTMENT INTO THE UK - 1992-93

Investment decisions and associated employment by overseas-owned companies into the UK, 1992-93.

Country	Number of projects	Jobs associated
US	126	23,070
Germany	51	16,032
Japan	21	2,038
Switzerland	15	1,032
France	14	1,359
Netherlands	10	1,354
Sweden	10	1,019
Rest of Europe	20	5,591
Rest of the world	28	9,961
TOTAL	305	59,271

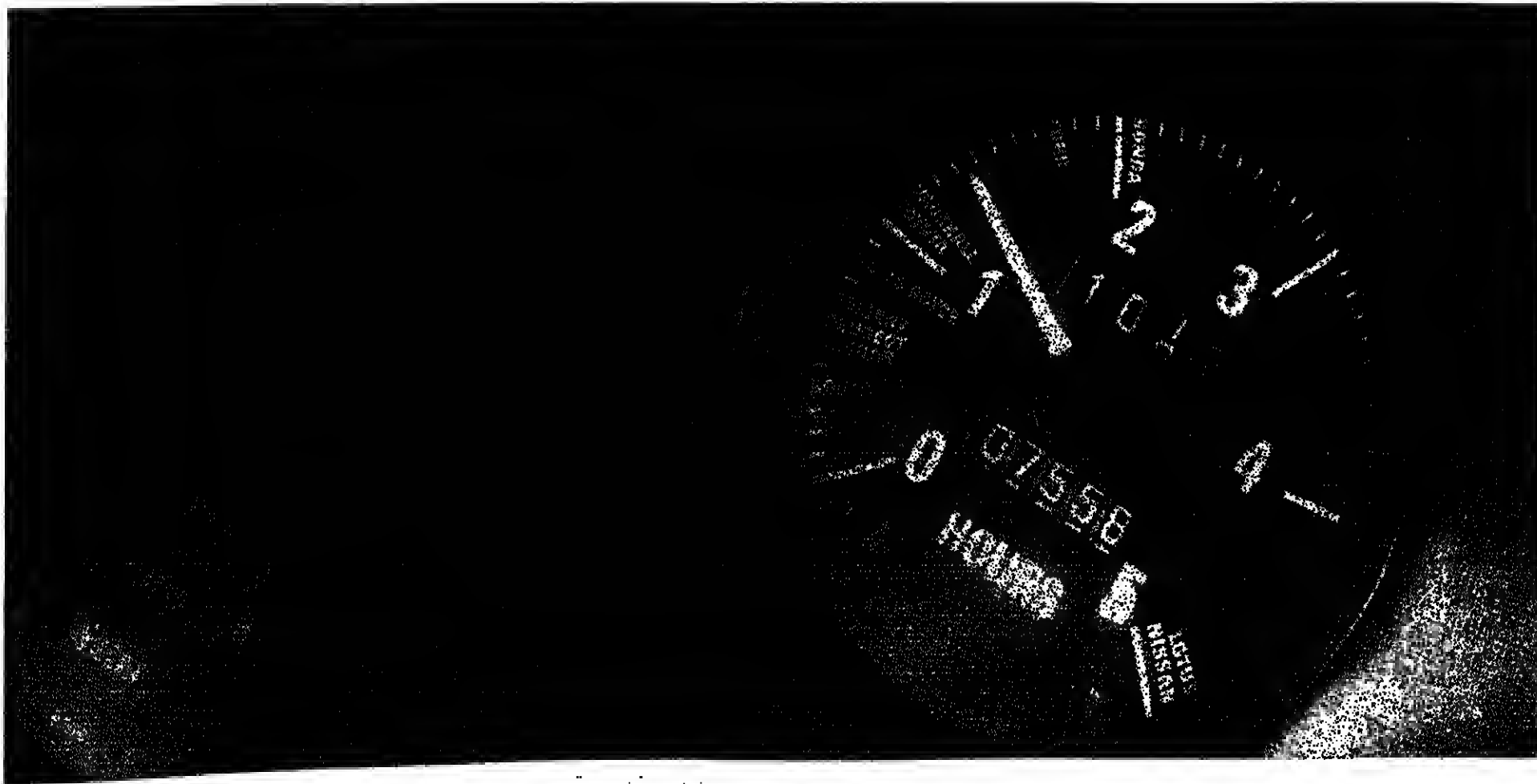
Over the last decade, the UK has held the record as the most successful European nation in attracting inward investment. Britain has indeed nearly 40 per cent of all non-EC investment into Europe. The UK also accommodates about 30 per cent of all the Japanese manufacturing plants which have moved into the European Community. See report on page 16 of the survey.

Footnote - 1. Investment decisions including first time investment, expansion, acquisition and joint ventures; 2. Estimate of long-term employment associated with the project; but not every decision is accompanied by an employment estimate. Source: IBS

under way is dramatic," according to Dr Vossen of P.L.I. "Companies are taking a long, hard look at manufacturing, distribution and managerial functions at European, national and company levels. "It is not proving an easy task. We are talking about kingdoms being dismantled and everyone fighting to protect their own patches". One inevitable, less welcome aspect of consolidation is plant closure and some international companies have notably failed to underestimate the problems and costs of shut-down, a process often subject to stringent national laws. The image of footloose multinational conglomerates roaming Europe in search of short-term advantage is largely unfounded but Hoover's decision earlier this year to close its Dijon plant in France and locate all its vacuum cleaner production in Scotland provoked uproar. More recently, the tables were reversed when CPC (UK) decided to move production of its Knorr brand soups and cubes from Scotland, where it has been based for 30 years, to France and Italy. But how does a company decide where to go, when there are so many options and when mistakes can prove so costly? Though Europe may present itself increasingly as a region which is interdependent and heading for economic convergence, it remains a widely diverse trading area, scattered with languages, differing employment laws and taxation regimes. Market accessibility continues to be the principal driving factor behind choice of site but then peripheral locations may offer factors like lower labour costs and better quality of life. The availability of financial incentives for inward investors, which vary considerably throughout the EC, is also emerging as an increasingly important factor, given the pressing need to limit cost. Not too long ago, the question of incentives came into the latter stages of the decision-making process; hard times dictate that more companies are now anxious to know from the outset where the best cash hand-outs are available.

Where to locate: a review of the deciding factors: see page 3 of this survey.
Inward investment: page 2.
Eastern Europe: page 3.
Going south: The Mediterranean region: page 4.
Sources of advice: page 5.
France, Germany: page 6

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Please send me details of: the Automotive Component Park [] other sites available in the Black Country [] further information about the Corporation's work []

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BUSINESS LOCATIONS IN EUROPE 2

Countries in the European Community continue to attract a brisk level of inward investment

EC remains a powerful magnet

Inward investment activity from beyond the EC continues to be dominated by the US and by the Japanese, who are likely to maintain their predominant position, reports Michael Cassell

DESPITE the global recession, which has inevitably dented the flow of international investment funds heading for Europe, the EC remains a magnet for incoming, corporate investment.

The process of starting or expanding investment in Europe by companies based beyond its boundaries has become a more protracted business as economic uncertainties have multiplied.

But the evidence shows that, in the face of the growing threat posed by booming investment centres along the Pacific Rim, the sheer scale and sophistication of European markets guarantees for many of them a continuing, high level of inward investment.

Estimates suggest that the EC countries have, in the early part of the 1990s, been attracting in the region of \$85-70bn of new, annual investment from beyond their boundaries.

The general expectation is

that, after some reduction as a result of recent economic weaknesses, they will continue to attract a major share of all corporate investment activity.

The Americans - with around 30 per cent of all their corporate assets now located outside the US - are no strangers to investing in the EC and account for more than half the total foreign investment pouring in to the region.

But while there are no suggestions the US will cease to become a leading player in European corporate investment, there are pressures being brought to bear which will make EC nations a less obvious target for spending by American corporations.

The free trade agreement signed between the US and Canada, America's largest trading partner, and the new emphasis being placed on trade between Mexico and the US, mean that Europe is going to have to fight harder to claim its stake of North American investment.

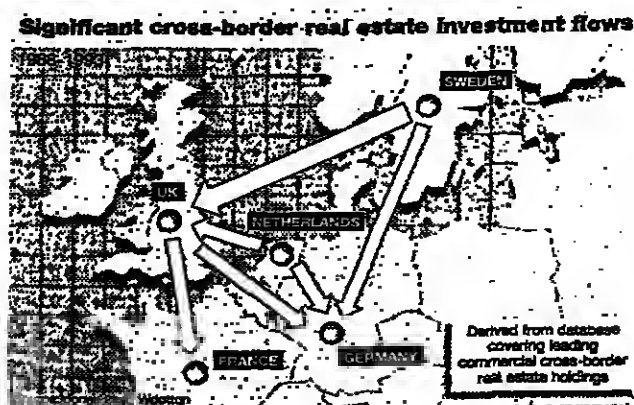
The Japanese have come comparatively late to overseas investment markets - a decade

ago only 4 per cent of their total corporate assets lay overseas - but they have moved impressively to reach 15 per cent. After an initial period of heavy investment, however, most Japanese corporations have come under immense liquidity pressures and have moderated the pace of new foreign investment.

Even so, 20 per cent of Japanese overseas investment is ending up in Europe.

While most US companies appear to have positively based their decisions to locate in Europe on the scale and potential of the market, the Japanese seem, initially at least, to have been motivated more out of fear of being thwarted than by any renewal in protectionist sentiment.

Whatever the motives behind the investment decisions being taken, the favourite destinations for external investors are clear. The United Kingdom continues to account for around one-third of all inward investment into the EC, although the number of projects underway has fallen back recently.



No other EC nation has so far come anywhere near matching the record of the UK, which now ranks as home for 37 per cent of all non-EC companies operating within the community.

Germany, despite its most recent economic and political problems, is still regarded as an important destination for inward funds but growing numbers of companies now regard the country as an extremely expensive and

increasingly uncompetitive base from which to operate.

German companies themselves have been underpinning the perception by transferring away from their own, high cost, country into other parts of Europe.

The main beneficiaries have been the UK, France and Spain. But there is, equally, a perception that Germany is alive to its problems and that it will actively seek to protect the country's position as

Europe's economic powerhouse, so maintaining the interest of foreign investors.

France, which has not always had the most positive image for attracting overseas investment, has also been performing better in attracting investors, not least because of the political priority which the issue has now been given at the highest levels. See report, page six.

Belgium, which may have tended to expect its location at the political heart of Europe to stand it in good stead, is widely regarded to have lost out in the competition for inward investment, although it has now started to take the issue seriously. Holland, meanwhile, has pursued a very successful promotion strategy.

Despite its location on the very fringes of the EC, the Republic of Ireland has also continued to attract a sizeable share of available foreign manufacturing investment and, in relation to gross domestic product, has done as well as any other EC member.

Spain, too, has been proving increasingly attractive as

investors watch it emerge as an important, open European market with a rapidly improving infrastructure.

Although there are always exceptions, the general patterns on inward investment tend to have matched certain categories of corporate investment with particular EC regions.

While the main investment activity in distribution has tended to be located within a belt which stretches from London, Rotterdam and Antwerp through Luxembourg, Metz and Nancy, European headquarters operations have concentrated on cities like Brussels, London, Geneva and Frankfurt.

Manufacturing activities by inward investors have been very widely spread throughout the community, depending on proximity to the ultimate marketplace for the products concerned.

The UK, Ireland, France and the Benelux countries have been taking the lion's share of available manufacturing investment. Given the increasing compe-

titition within Europe and beyond for whatever investment funds are available, it is clear that only the most aggressive marketing and the most supportive "after-sales" operations at national or regional level can expect to succeed.

While the degree of financial help is important - available EC incentives average around 15 per cent of capital spend by inward investors - it has become clear that investors are equally concerned about the extent to which they can seek guidance and advice after they have made their decision to locate.

Some investors have complained that, while agencies have worked around the clock for months or years to attract companies, they have been left totally to their own devices once operations have started.

According to one location specialist: "Companies can feel very badly let down when they are fêted, wined and dined - and then dropped after their arrival."

"Those responsible for encouraging inward investment must remember that investors may have chosen their patch once but that they have the whole of Europe to choose from next time."

"If they wish to maintain their inward investment, they have to build relationships which will last."

More than 3,500 US companies are located in the UK

Britain takes the lion's share

THERE is no argument about which EC member-state has been taking the lion's share of inward investment into the community. Britain has consistently seen off all competitors in the contest to win foreign direct investment.

Despite the political debate which surrounds the inward flow of foreign capital - is Britain's success in this respect a sign of its economic strengths or its exploitable weaknesses? - there can be no disputing its impact on the UK.

Britain's prowess at promoting its "open door" policy is confirmed by the statistics. The country has been taking as much as one third of all inward investment coming into the EC. There are now more than 3,500 US companies located in the UK, with 1,000 German companies and around 200 from Japan. By 1991, the cumulative UK share of all US investment made in the community had reached 36

per cent in value terms. The UK also accounted for nearly 41 per cent by value of all Japanese investment in the EC.

Last year, another 303 inward investment decisions were taken in the UK's favour, likely to involve around 56,000 jobs. In the five years until the end of 1992, 275,000 jobs had been created or safeguarded in Britain by inward investors.

In the manufacturing sector, overseas-owned enterprises investing in the UK now provide 27 per cent of net capital expenditure and 16 per cent of all UK manufacturing jobs.

Britain's attractions to potential investors include flexible working conditions, relatively low labour costs, and, for many, a language and business culture which is easily adopted.

Though there have been some fears expressed about Britain's attitude to Europe, most surveys have confirmed that this has not damaged its chances of continuing to win new investment. Indeed, indi-

cations that Europe's competitiveness is under threat because of its relatively high social and employment costs could provide a further advantage to the UK as an EC member-state which has refused to sign up to the EC's social programme.

There has also been concern about the quality of investment being made in the UK by foreign companies. The arrival of so-called "screwdriver" assembly plants has not been greeted enthusiastically by critics, who complain of low labour rates and the failure of inward investors to import the type of technology which is badly required.

Supporters of inward investment, however, claim that the beneficial impact far out-

weighs any disadvantages. The argument is that, far from spawning fresh ranks of "slave labour", new investment creates more jobs, raises the demand for labour and, in turn, pushes up wage rates. In the final analysis, it is a brave critic who will reject the notion that any job is better than none.

A report on the knock-on effects of inward investment, commissioned by the Department of Trade and Industry, suggests that, apart from offering employment and training opportunities and new customers for UK capital equipment, the arrival of foreign companies can bring about significant quality improvements among suppliers and competitors.

At the heart of UK efforts to attract inward investment against a background of global recession and increasing competition from other locations is the Invest in Britain Bureau, part of the Department of Trade and Industry, which has been operating for 16 years.

The IBB, offering a free and confidential service, is the government's main inward investment promotion agency. It is the only body which represents the nation as a whole, as opposed to the numerous regional organisations and local agencies which champion their own areas. The IBB, which has helped more than 2,000 foreign investment projects in the UK, sees itself as the first port of call for any

potential investor and the provider of "honest, accurate information", according to Mr Christopher Priston, director.

"We are not here to push companies in one direction, unlike some of our EC competitors. We enable investors to have all the facts and to make the best possible decision for them. To behave any differently would be counter-productive," he adds.

Apart from promoting the general attractions of the UK and providing detailed location information for individual investors, the IBB is charged with co-ordinating the efforts of the other, more localised promotional agencies.

The bureau has an annual budget of £5.5m to fund the English regional development

organisations - Wales, Scotland and Northern Ireland are funded directly by the Treasury - and has its own £2m promotional budget.

Mr Priston rejects the notion that the English promotional effort would be better served by the creation of a single agency, as in the other countries which go to make up the UK - "I think we get the best of both worlds. England is a big patch to cover and we have some excellent local agencies, backed up by IBB at national level."

The IBB accepts that it faces a tough challenge in maintaining the UK record. In the year to April 1993, for example, the number of new inward projects confirmed for the UK declined again from the 1990 peak of 350 to 303, largely because of the recession-associated fall in investment activity.

The bureau expects the pattern of inward investment to change, irrespective of the future level of activity.

According to Mr Priston: "The big US companies are already here. There will be some continuing green field investment but we now expect smaller investments from smaller American companies wanting to take advantage of the single market."

"There will be few mega-projects from Japan but a second wave of investment likely to involve supplier and sub-contractor activities. We also expect some joint ventures, a route which the Japanese have not readily chosen in the past."

In response to complaints that inward investors are abandoned to their own fate once they have taken the decision to set up in the UK, the IBB has just started a follow-up programme which will entail visits to 1,000 companies this year. They will be asked if they have any problems and the IBB will endeavour to help if it can.

Michael Cassell

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For more information on investment opportunities in Flanders or on the seminars themselves, please return the form below duly filled in to the Flanders Investment Office (FIOC Headquarters).

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BUSINESS LOCATIONS IN EUROPE 3

■ WHERE TO LOCATE

The deciding factors

THERE is no such thing as the perfect business location - "whatever the ultimate decision, it always ends up as a compromise," according to Dr Wilfried Vossen, managing director of Plant Location International.

PLI, part of the Price Waterhouse group, has expanded quickly on the back of the immense complexities facing businesses increasingly forced to consider the best locations within Europe from which to manufacture, distribute and manage, writes Michael Cassell.

According to Dr Vossen, although the science of location has improved beyond recognition in recent years, many mistakes are still being made. The consequences of getting it wrong can be calamitous, involving crippling financial costs and heavy damage to relationships with local communities and customers.

"Many important decisions are still being decided in head office, thousands of miles away from the action. Remote bosses come up with ideas which are not feasible. The local, Europe-based management can be excellent but the people upstairs are still inclined to think they know better."

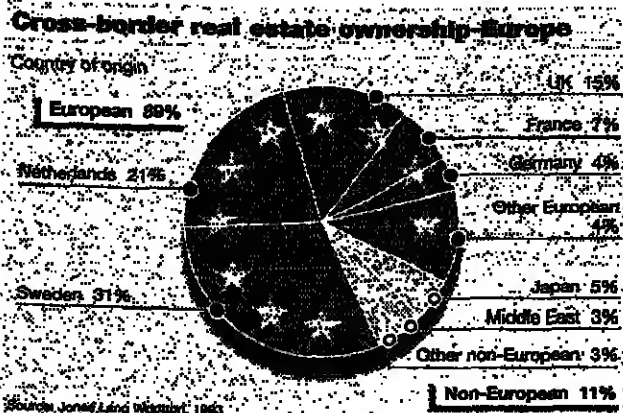
Ernst & Young, which has its own location advisory service, also acknowledges that there are many long-held myths about European countries which can often cloud corporate decision-making.

According to "Regions of the New Europe", jointly produced by Ernst & Young and Corporate Location, the corporate investment specialist: "Cliches and stereotypes about countries and their customs can blind a corporate manager to a particular area's benefits."

"Governments and regional authorities are increasingly active in trying to play up their area's attractiveness to corporate investors."

"For those companies seeking to set up a new facility it can be all too confusing as rival locations try to convince you that they are situated at the centre of Europe and are the best location for your business, regardless of activity."

Organisations like PLI and



Ernst & Young insist, predictably enough, that no company is likely to have at its fingertips the breadth and depth of information necessary as a precondition of taking a decision on where to locate. Bring in the specialists, they suggest.

But the fact that even the very largest of multinational companies now resort to the help of outside consultants, at least during some stage of the process, suggests that they might have a point.

With giants like Ford Motor, IBM, Hewlett-Packard, Motorola, Mobil, Ricoh, Texas Instruments, Wellcome Foundation and Westinghouse all seeking external advice on the issue, the message is getting home.

Even the Japanese, who began cautiously by using location specialists to provide limited information to feed into their own decision-making structure, now increasingly delegate a growing proportion of location work to outside experts.

A rating of detailed location factors: what companies are looking for

In a survey of more than 300 international companies, the following factors were ranked in order of importance when choosing a location for various operational functions. The estimates are averages based on a rating of 0 to 10.

Factor	Rating
Availability and quality of telephone, fax and data lines	8.48
A stable political situation	7.91
Reasonable level of labour costs	7.68
Availability of power supply	7.54
Market proximity	7.28
Reasonable economic situation	7.15
Availability of skilled workforce	7.04

Source: Plant Location International

power costs, what levels of skill and education come with them?

Productivity remains another key factor, with labour attitudes and performance varying widely across Europe. So while some former eastern European countries might offer labour rates more usually associated with parts of the Far East and much closer market proximity, poor labour productivity might easily outweigh other advantages.

There is evidence, however, that improved productivity performances are being "imported" by the inward investor, who discovers there is little wrong with the available, local labour that more efficient machinery and good working practices cannot significantly improve.

Many other factors also come into play. PLI recently conducted a survey among more than 300 international companies to establish their priorities when choosing locations for various operational functions.

The survey demonstrated that the main priorities for consideration by potential corporate investors centred initially on operating and investment costs, followed by general and then more specific operating conditions in respective locations.

When it came to more detailed location factors, companies clearly demonstrated the crucial importance to them of good business communications. Respondents repeatedly put telephone, fax and data lines at the top of their shopping list, ranking their availability alongside any of the supposedly more important location factors.

A great deal of emphasis is also placed on the presence of a stable political situation and social climate, low labour costs and reliable power supplies.

Another vital ingredient in any location decision can be the availability or otherwise of investment incentives offered by a range of state and regional bodies.

The packages on offer vary widely, although given the restricted funds available in

Continued on next page

■ LOOKING EAST

Inroads to new markets



Budapest: one of central Europe's most attractive capitals

Europe's economic centre of gravity is rapidly moving eastward, writes Anthony Robinson

AFTER a decade when the inclusion of Spain, Portugal and Greece in the European Community pulled investment southward, the 1990s will be the decade of rapid growth and fundamental structural changes in the former centrally-planned economies of central Europe and beyond.

This eastward shift, and the prospect of decades of rapid economic growth similar to that experienced in most of western Europe during the 20-year post-war reconstruction boom, has profound implications for the future location of management offices and factories.

Berlin, for example, will once again be the capital of united Germany, although there are signs of a growing reluctance to accelerate the expensive removal from Bonn. This reflects the unexpected cost and difficulty of re-incorporating the five eastern provinces into the mainstream German economy.

The problems have arisen mainly because of the artificially high wage and other costs which followed the decision to exchange the East German mark for D-marks at par three years ago, and the drive to equalise wages although east German productivity remains far lower.

Under these circumstances the prospects for long-term economic growth in the region are probably highest in Poland, where wages are low and whose population of 39m ensures the largest single market in the post-communist central and south eastern European region.

This area encompasses 105m potential consumers, if Slovenia, the Baltic states, and the Balkan states of Romania and Bulgaria are included.

Poland will probably have the fastest growing economy in the whole of Europe this year after a 31 per cent decline in industrial production since 1989. The rise in industrial output exceeded 7 per cent over the first half of the year with labour productivity rising 11-13 per cent.

Hungary and the Czech republic will also resume economic growth this year after a

hiccup caused by two years of drought in Hungary and dislocation stemming from their January divorce which has retarded growth in the Czech republic and Slovakia.

Throughout the region, the locations which are showing the fastest economic growth and the greatest attraction for foreign investors, are those which are closest to Germany and other European Community markets.

For example, Szczecin, which as the former German city of Stettin, was developed as Berlin's main outlet to the sea, is rapidly developing as a regional centre for the western Baltic. It is attracting investment from Germany and the Scandinavian countries with whom it is linked by fast and frequent roll-on-roll-off ferries.

THE Gdansk-Gdynia port complex is another focus of rapidly increasing cross-Baltic trade with good prospects for benefiting from the eventual revival of trade with the Baltic republics and St Petersburg.

But the most important factor likely to affect future location decisions is the speed with which Poland's ambitious motorway building plans are implemented.

Already, the bulk of German investment in Poland has been concentrated in towns like Poznan and Wroclaw. Both are

the development of Romania and Bulgaria, whose future economic health is also linked to the growth of trade and investment in the Black Sea region. Here, Turkey is carving out an important role for itself. Indeed, Istanbul and Ankara are rapidly becoming key locations for those interested in developing trade and investment in the oil and resource-rich central Asian republics of the former Soviet Union.

Strategic investors in central Europe such as ABB, the Swiss-Swedish power engineering company, Siemens and AEG, are planning to use their new Hungarian, Czech and Polish acquisitions to supply markets further east which were formerly part of the now disbanded Comecon market.

In the case of Yugoslavia, Slovenia will have a particularly important role in helping the reconstruction of the war-torn Croatian and Serbian economies.

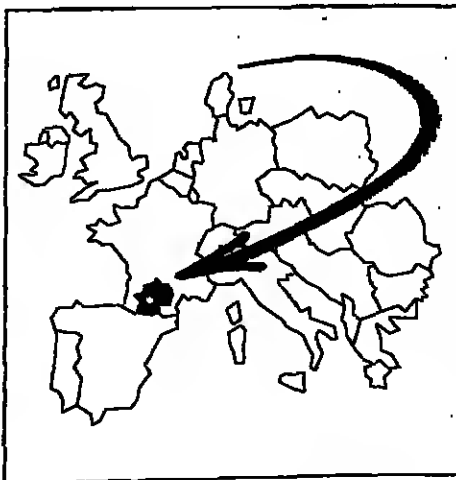
For western companies, this will increase the attractiveness of Lithuania, the Slovene capital. Until now, however, Hungary, which began tinkering with market reforms in the 1960s and enjoys close historical links with Austria, has been the main recipient of inward foreign investment. It has attracted over \$5bn of the \$9-\$12bn of foreign equity investment which has flowed into central Europe over the last four years.

Most of this foreign investment, including the new car and engine plants put up by General Motors, Audi/Volkswagen and Suzuki of Japan, has been located either in the Budapest area or inside Hungary's so-called "golden corridor."

This corridor runs westward out of the capital along the main rail and motorway links to the Austrian border, encompassing industrial cities like Győr and Esztergom.

Budapest, which straddles the Danube as it passes the wooded Buda hills, vies with Prague for the title of most beautiful capital in central Europe, and the most expensive. It shares the universal regional problem of poor telecommunications. But the telephones are particularly bad in Prague, despite the fact that the Czech capital is 200kms further west than Budapest or indeed Vienna. This handicap will disappear as the projected heavy investment in telecommunications bears fruit.

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To receive information and advice on Toulouse Midi-Pyrénées please contact Tim Wood, Toulouse Midi-Pyrénées, 30 Ears Court Square, London SW50DQ. Tel: 071 570 6939; Fax 071 835 2081.

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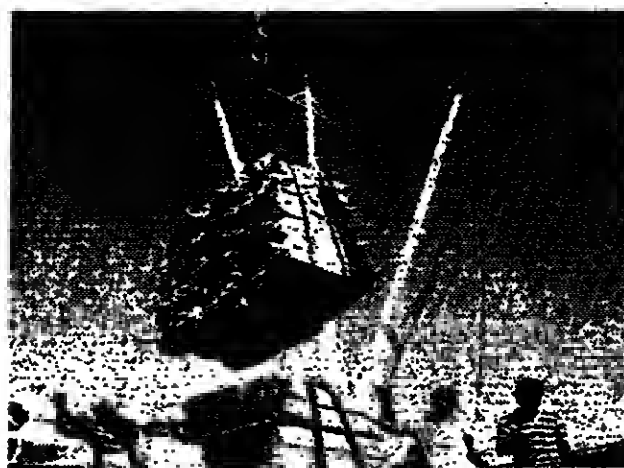
BUSINESS LOCATIONS IN EUROPE 4

The Mediterranean region has much to offer investors

Southerly attractions



Malta: the Grand Harbour, Valletta



Cyprus: a key regional distribution centre

ON DARK winter mornings in Birmingham or Dusseldorf, how many businessmen wish for something different in terms of office or factory location?

The idea of working in a more agreeable climate must be attractive to company managers when they peer down headlight beams in peak-hour traffic on motorways and autobahns.

Many businessmen would probably prefer to be elsewhere as their cars' wipers clear snow, sleet or drizzle from their windcreens. And where better than the Mediterranean? But it is not only the climate and the accompanying lifestyle, enhanced by the cultural and historical heritage of Mediterranean countries, that makes them attractive for companies setting up or expanding their activities in Europe.

Mediterranean Europe enjoys a strategic geographical position, looking north towards its own continent, as well as south towards Africa and East towards Asia.

In addition to serving European markets, factories and offices on the Mediterranean's northern side are well placed to cover North and East Africa and the Near and Middle East.

However, climate, lifestyle and geography are not enough on their own.

In taking decisions on where to site facilities, companies must evaluate many other factors: the availability and cost of skilled and unskilled labour, quality of services, infrastructure, administrative structures and regulatory/legislative frameworks, political stability and incentives.

How do Europe's Mediterranean options measure up?

Spain: A leading beneficiary of inward investment in its manufacturing industry, statistics show that Spain is the world's fourth largest recipient of direct foreign investment.

Last year's \$10.3bn followed \$11.6bn in 1991, \$12.3bn in 1990 and \$6.8bn in 1989. Over this period, Spain received more than twice the foreign direct investment in Italy.

Spain owes its success in attracting foreign business to several factors.

With a population of about 38m, Spain brought a large new market when it entered the EC at the beginning of 1986. Many foreign corporations wanted to be close to sales and have established operations in the country.

The abundant supply of

skilled and unskilled labour is an attraction. Over 10 per cent of Spain's workforce was engaged in agriculture in the mid-1980s, offering a pool of labour for factory work.

While the agricultural workforce had fallen to just below 10 per cent of the total last year, the high level of unemployment suggests that supply constraints should not be a problem.

However, Spain's advantage in direct and indirect labour costs has been eroded over recent years, and labour legislation is not market-orientated.

If the Spanish labour factor has lost some of its attraction, developments in infrastructure have enhanced the country's appeal for inward investors. Road and rail networks have been extensively modernised and expanded, and air services improved. Considerable importance has been placed on upgrading telecommunications.

Part of the EC's relatively less-developed southern rim, Spain offers a significant level of investment incentives.

Only a few areas of the country fail to qualify. Incentives are available from various sources (the state, local authorities and the EC). Some are targeted at specific industries.

Spain's international image received a boost last year when Barcelona hosted the Olympic Games, Madrid held the title of

Cultural Capital of Europe and Seville was the location for the Universal Exhibition.

With the coverage given to Barcelona and Seville, few businessmen could have been unaware of Spain when listing alternatives for new factories and offices.

Italy: Across the sea from Barcelona, Genoa also put on a major event last year. However, the 500th anniversary of Columbus's discovery of the Americas was overshadowed by political and economic events.

Attendance at Genoa's fair was disappointing. Moreover, investigations after its closure revealed that it had been caught up in Italy's massive *tangentopoli* ("kickback city") institutionalised corruption scandal.

Tangentopoli, which has seen foreign companies in the magistrates' net, has revealed an almost total absence of corporate ethics.

But this is only one of several factors to discourage potential direct investors from choosing Italy.

The Sicilian Mafia and its Calabrian and Neapolitan cousins is another. Although there seems to have been progress against organised crime this year, memories of the car-bomb assassinations of two leading magistrates last year will take a long time to fade.

Italy's standing has taken a series of knocks, this summer's

crisis at the Ferruzzi-Montedison Group and the liquidation of the EFIM state-holding corporation providing further examples.

More than a year after the liquidation decision was taken, EFIM's creditors are still awaiting payment from the state. Also in the queue for government money are businessmen who have invested in assisted areas and have not received promised grants.

The crisis in Italy's public sector finances means that the state is no longer able to honour its commitments. Officials say that all incentives approved will eventually be paid, but that time is needed.

However, the uncertainty over capital grant payments that has been a feature of Italy's regional development incentives for many years is now joined by uncertainty of the development framework itself.

Officials say that a new approach will ration and target incentive finance. Companies will have to submit projects to the Ministry of Industry which will rank them on the basis of evaluation criteria.

With the Mezzogiorno (the south) now showing severe cracks in public order, in addition to suffering from organised crime, it is questionable that it will be a strong contender for foreign investment.

Distance from main European markets and public ser-

vice that creak even more than in the rest of Italy have always been a handicap.

Central and northern Italy will continue to offer interesting locations, being close to markets and enjoying better services. Particularly north of Tuscany, the strengths of the country's versatile and flexible labour force are evident, although inflexible labour laws and high labour costs are a severe disincentive. But how Mediterranean is Milan?

Greece: There is no doubt about the Mediterranean character of Athens and other Greek cities, albeit the Levantine flavour is very different from Rome and Barcelona.

Greece is also different in other respects, being more competitive on labour and other costs. The country has a longer membership of the European Community than Spain, having become a full member at the beginning of 1981.

Like its Spanish and Italian Community partners, Greece also tries to attract inward investment.

Substantial infrastructure projects are underway to encourage this.

Law number 1892, enacted in 1990 by the then newly-elected New Democracy liberal government and ministerial circulars and directives, provide the framework for encouraging investment in industry and

tourism. The levels of incentive (grants, tax and accelerated depreciation allowances) depend on the prefectures where the investment is located. However, the whole of Greece is open to foreign investment.

Malta: Located in the centre of the Mediterranean, 100km from Sicily and 300km from the African coast, the small (280 sq km) island of Malta has been making large efforts to attract foreign investment. Measures such as the Industrial Development Act, the Malta International Business Act and the Offshore Trust Act, passed five years ago, are designed to boost foreign business activity in the republic.

The emphasis given to electronics, robotics and pharmaceuticals manufacturing has yielded results. De La Rue, Dowty and SOS-Thomson are among those present. However, Malta also has ambitions to develop as an offshore business and financial centre.

The authorities consider that the combination of suitable legislation, strategic position, good services and infrastructure, and low costs should put Malta on short lists when foreign companies are considering new locations.

Balkans: While the former Yugoslavia has been struck off lists of alternative locations, and seems unlikely to be re-admitted soon, Albania is a different matter.

The government wants to encourage foreign investment, and enacted legislation to this effect in August last year.

A diplomat with close knowledge of Albania says, however, that problems over land tenure are a brake on foreign investment, and so also are Albania's own cash shortages and lack of a banking system.

Foreign exchange operations are usually through street dealers off the main square in Tirana.

Albania is certainly a low cost country and this has attracted Italian businessmen wanting to escape the higher costs at home. However, it offers little at present for leading international corporations.

The diplomat says that in a few years "Albania should be a real alternative."

But businessmen will have to wait several decades before Tirana and Durres offer that attractive Mediterranean lifestyle that sets the Birmingham commuter day-dreaming.

David Lane

Focus on the island republic of Cyprus

Mixing business with pleasure

TRAVELLERS with Cyprus Airways are left with few doubts about how many see the republic's vocation. The current issue of the airline's *Surjet* in-flight magazine contains five-and-a-half pages of advertising from accountancy firms and several more pages from banks, insurers and business management services, reports David Lane.

This year nearly two million tourists will have enjoyed the sun, sea and sand of Cyprus's resorts, and perhaps discovered some of the island's other attractions.

These holidaymakers willing to mix business with pleasure, or looking for entrepreneurial opportunities, are urged by Deloitte & Touche to discover financial Cyprus. And Grant Thornton member Costouris Michaelides tells *Surjet* readers that "nobody gets closer to offshore clients."

Offshore operations is an important and growing sector of the economy - "last year, the Central Bank issued permits for the registration of 2,039 offshore enterprises, a record number," says George Georgiou, an official with the International Division.

By the end of last year more than 10,000 had been issued, about 4,000 of which were in the past three years.

"Not all the licences are active. But over 1,000

companies have offices, while between 400 and 500 are brass plate operations," adds Mr Georgiou.

Gross foreign exchange revenues from offshore enterprises have doubled during the past five years, reaching CYP65m last year - "this was about 6 per cent of foreign exchange earnings," he adds.

The Turkish invasion and occupation of the northern part of the island in 1974 was a stimulus for turning Cyprus into an international business centre.

The first incentives were introduced in 1975 with enactment of legislation on income tax and exchange controls.

Corporate profits are taxed at 4.25 per cent and expatriate employees working for offshore enterprises enjoy tax privileges.

Pointing to the republic's 19 double taxation treaties, Mr Georgiou emphasises that Cyprus is not a tax haven - "the authorities vet applications carefully."

Reporting requirements and administrative procedures are strict, and good corporate conduct is a condition for permit renewal. Scandal-avoidance is the watchword.

Continued on facing page

The crucial factors

Continued from previous page: many countries and regions, success can depend on how well the applicant company argues its case.

In most countries, factors determining the level of grant will include the number of jobs created, the degree of export business generated and the high-tech content of the particular process. Dr Vossen says:

"Before an investor gets to an appraisal of incentives, there may be 20 technical chapters and numerous cost-structure considerations to go through. Only then will available incen-

tives enter the equation, though they can certainly prove critical in the final decision-making process."

But the pattern has been changing. Given the recession and the continuing drive to reduce investment costs, potential inward investors are tending to look at the extent of financial help available from outside agencies at a much earlier stage in their calculations.

More than ever, the financial help on offer locally will help decide which parts of the community prosper from the next wave of corporate investment.

How do you pronounce Wallonia?

And how big news?

No matter which way you pronounce it, Wallonia spells out good news for manufacturers.

In independent reports, the French-speaking region of Belgium came out as one of the most productive regions in Europe. Even better - the US Department of Labor singled it out as having

the highest productivity in terms of cost per unit in 1991. Put it down to an excellent social climate

and a well-educated workforce, coupled with the active support of local

authorities and an enviable position (the German, French and Dutch borders

are all within an hour's drive). Wallonia has come a long way in the past

few years - and intends to go even further. No matter how you pronounce it.



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PLANNING A MOVE

Where to go for expert help

Cross-border moves by businesses often run into big problems. Yet good advice on avoiding potential pitfalls is not hard to find: it just depends on investors accepting that they need guidance, reports David Lawson

JOE Lister was sure he knew the man in the Dusseldorf restaurant - which seemed absurd, as he had only flown in from the US that morning.

Base for shipping

Continued from facing page:

What types of business chose Cyprus? General trading, marketing, distribution, regional management and consultancy are high on the list.

Coca Cola, re-locating its Near East offices from Cairo, is an example. Journalists and news agencies whose Cyprus bureaux cover the Near and Middle East, are another.

However, shipping is particularly important. There were nearly 100 ship management and maritime services companies operating in Cyprus at the end of last year, and they accounted for about one fifth of the total of 4,100 staff employed by the Republic's offshore enterprises.

With 1,700 ocean-going vessels (totalling about 23m gross tons) registered under the Cypriot flag, Cyprus is near the head of global shipping rankings.

Mr Serghios Serghios, director of the Department of Merchant Shipping, notes that Cyprus was historically a maritime power. Indeed, its ships are mentioned in the Iliad. However, today's position shows little to tradition.

"When Cyprus became independent in 1960, the government looked for sectors of relative advantage that should be developed, and shipping was identified."

"The Republic's first merchant shipping laws were enacted in 1963 and, like subsequent legislation, were modelled on UK laws," says Mr Serghios.

DEVELOPMENTS at the end of the 1970s underlie Cyprus's rise in the international shipping league. After incidents involving Cypriot-flagged vessels, the authorities acted to strengthen regulation of the shipping sector, Mr Serghios's Department being established in 1980.

"Our 16 surveyors and maritime offices in Piraeus, London and New York demonstrate the authorities' determination that Cyprus should be a flag of prestige, not of convenience."

"Enhancement of safety standards is an objective. Though operating an open registry, Cypriot regulations aim for best maritime practice in vessels carrying its flag," says Mr Serghios.

The Republic's favourable tax regime is the determining factor for shipowners and for third-party ship management companies. But there are other reasons why Cyprus has been chosen by the shipping industry and by many companies in other sectors.

The island's position at the junction of Europe and Asia, and close to the Suez Canal, gives a strong geographical advantage. Good air connections and excellent telecommunications also draw business.

Competitive rents and costs of labour and services earn points for Cyprus when location decisions are being made. And a population with a high level of education, plus an efficient civil service, have also helped to consolidate Cyprus's popularity as an international business centre.

Though it has been successful in establishing itself as an offshore and shipping centre, Cyprus has difficulty in attracting investment for manufacturing. Restrictions on foreign ownership are a handicap. But there is an exempt Industrial Free Zone in Larnaca for

solved a few days later in a local bar after a hefty thump on the back and deafening shout.

"They were old Army buddies I had not seen in years," he says. "Like me, they were setting up German outlets and we had all chosen our old stamping ground. We were stationed together nearby in the 1960s."

Every consultant dedicated to preaching the science of location analysis has a similar story to tell: the Japanese entrepreneur who checked potential sites against a map of

Europe's top golf courses; the British chairman who insisted on a distribution centre conveniently close to a Riviera marina where his yacht was berthed; and an Italian who rejected several suggested cities because the hotels and shopping did not impress his mistress.

But most of the 200 or more of the leading inward investments to Europe each year are a lot more scientific, according to Stephen Bradley of Plant Location International, a subsidiary of Price Waterhouse.

Around half call in specialists to organise the whole project and the rest usually farm out at least some of the tasks, ranging from acquiring multi-million-dollar buildings to advising on the right car to drive in Spain.

"The worst problem is when a group gets half way through a project and then finds it can't handle it," says John Strout, of Ernst & Young's European Location Advisory Service.

"Sometimes you have to push them back to square one, questioning whether they are even looking at the right areas."

Big international management groups have been handling cross-border investments

WORKING-TIME REGULATIONS

Country	Maximum hours in a working week, with figures on the right showing the maximum overtime allowed
Austria	40 hours
Belgium	40 hours
Denmark	40 hours
France	35 hours
Germany	40 hours
Greece	40 hours
Ireland	40 hours
Italy	40 hours
Luxembourg	40 hours
Netherlands	40 hours
Norway	40 hours
Portugal	44 hours
Spain	40 hours
Sweden	40 hours
Switzerland	45 hours
UK	no legislation

for decades but the tempo has accelerated in the last couple of years.

Both PW and E&Y dealt with around 30 or 40 developments each over the last 12 months as companies rush to set up inside the Single Market or find new outlets in eastern Europe.

Other advisers are also treading on their heels for a share of this expanding market, however. Property consultants have built networks of offices around Europe which

can be tapped for the cross-border acquisition of sites and premises.

Richard Ellis, for instance, has just developed a master plan for Hewlett-Packard's properties in Milan and bought a new headquarters site for 147m.

The Corporate Property Group also helps companies moving into the UK by helping choose locations and negotiate with local authorities and arrange finance.

Jones Lang Wootton claims

to have broken the traditional link with landlords and developers to act purely in the interests of occupiers - "when a company asks us to recommend a location, we are not looking to buy or sell buildings on our books but to find the best deal," says Andrew Burt, of JLV Corporate Real Estate Services.

They also go further than rents and prices, delving into other factors such as labour costs, housing and schools.

His team is currently drawing up an appraisal of Lisbon, looking at facilities, such as restaurants and hotels.

Another client aiming to set up a software centre wants information on universities which would provide a stream of graduates.

Finance is another significant factor where advisers can prove invaluable. Every European country has an army of official information centres, ranging from individual towns through government development agencies to a network of European Commission offices dedicated to offering the best deal on grants, incentives and loans.

Trying to work out the best deal can be daunting, however - "it can be crucial, for

instance, whether you choose to locate on the Swiss side of the Italian border or vice versa," says Mr Bradley.

Grants and incentives are so flimsily complicated that Price Waterhouse's guide is more than an inch thick and needs updating each two years.

A more immediate source of costs and incentives for each region called Eurosite is held by PLI on a computer database.

INDEPENDENT researchers also feed in a growing body of information. Companies can compare the expense of keeping staff in various locations through indices for every major city compiled by the PE Centre for Management Research.

It also produces and constantly updates guides to salary levels and European personnel policies.

"A successful move often depends on detailed knowledge of non-financial matters such as whether you need to pay maternity benefits in Spain, where to get health care in St Petersburg or how to deal with industrial tribunal procedures in Switzerland," says Anita Saunders of Hamptons Relocation, which will be providing

house-price information for the PE cost index this year.

Such legal and cultural quirks are constantly on her mind as she deals with the least predictable factor in cross-border investment - people.

Most of the leading advisers farm-out movement and resettlement of staff to specialists like Hamptons because they just cannot handle the variety of demands, and strong emotions, involved.

Finding the right home, the right schools, perhaps the right golf courses - and simultaneously pleasing a spouse who might not be thrilled about moving - requires endless diplomacy, tact and patience.

You may have to tell an executive that driving a flashy company car is not the done thing in Spain. His wife might need similar persuasion not put too much importance on the marvellous kitchen which attracted her to a Turin apartment; the Italians often take such fittings along when they move.

Many cross-border moves turn into a disaster - and two-thirds of those failures are because businesses choose the wrong location, says Mr Bradley. Yet advice on avoiding the potential pitfalls is not hard to find: it just depends on investors accepting that they need guidance.

Rediscovering your Army buddies or playing on the best golf course in Europe rarely balances out the cost of a false move.

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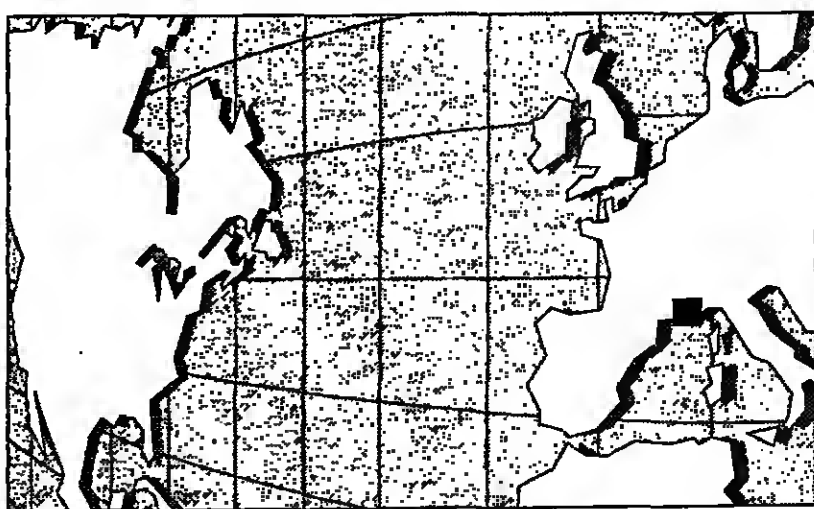
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BUSINESS LOCATIONS IN EUROPE 6

France: the high price of property deters potential investors, reports Alice Rawsthorn

Many advantages – except the cost factor

THE OLIVE groves of Provence are not the most obvious location for one of Europe's most successful business parks, yet nestled among the hills behind Antibes on the Côte d'Azur is Sophia-Antipolis, a Silicon Valley-style concentration of hundreds of production plants and offices. Sophia-Antipolis is the sort of business park that governments tend to like best.

It was founded as a science park in 1969 on a rocky patch of the Provencal coast where the quality of the soil was so poor that even the lowliest local farmers disdained it.

The patchy piece of Provence now houses 900 different companies spread across 3,300 hectares.

Most of its occupants are subsidiaries of large multinational groups. Many of the employees are senior executives or skilled technicians who have been brought in from different regions. But the companies at the park have also created thousands of jobs for local residents.

Sophia-Antipolis is an expensive place to operate. The rents are high and each occupant is obliged to respect strict planning controls such as height



On the move: Hoover, the US household appliances company, cited the high cost of operating in Dijon, eastern France as one of the main reasons for switching production to Scotland. (Picture: Gerard Carlier/AP)

restrictions and tree replacement.

Yet, even at a time of widespread European recession, there is a waiting list of would-be new occupants and Sophia-Antipolis is now

regarded as a role model for business and science parks throughout Europe.

The pros and cons of Sophia-Antipolis as a corporate location are, in many ways, remarkably similar to those of France itself. Both offer the advantage of good logistics and a high standard of living, but are burdened by the disadvantage of comparatively high costs.

One of the main attractions of France to incoming businesses is its position – bang in the middle, between northern and southern Europe.

Only a few years ago it looked as though the expansion of eastern Europe might make more central countries, such as Austria or Germany, more attractive. But those fears have abated – partly because the challenge of rebuilding eastern Europe has been so much more complicated than expected and partly because the cost of operating in Austria and Germany can be even higher than France itself.

Cordis, a US-owned medical products company, set up a production and distribution centre at Sophia-Antipolis in 1984.

It has operated in Europe for 35 years from its original base in the Netherlands, but decided in the early 1980s that it needed another base which would be more accessible to southern Europe.

The company opted for Sophia-Antipolis, according to Mr Jacques Le Guillerm, chief executive, mainly because it was in a pleasant environment and close to an excellent airport.

Base of access was also one of the main reasons that Disney, the US entertainment group, chose France as the location for EuroDisneyland, its extravagant theme park.

EuroDisneyland may have had more than its fair share of financial problems since its launch in spring last year, but Disney has repeatedly defended its choice of northern France as the park's location.

"The choice of France as the location is one thing that I'm sure we got absolutely right," said Mr Michael Eisner, Disney chairman.

The high quality of life in France is another factor that tends to tempt companies to choose it as a business location.

Tepar, another occupant of Sophia-Antipolis, is the sort of company that could be based anywhere in Europe.

It is a joint venture between five international oil groups, including Texaco of the US and Elf Aquitaine of France, that operates a pan-European payment card for truck drivers.

The only considerations for Tepar in choosing its location were good communications –

its executives need to travel regularly and it needs access to a sophisticated computer system – the availability of multi-lingual staff to staff its trucks' helpline and there is a pleasant environment for its employees.

Mr Carl Clump, its British chief executive, says that southern France satisfied all those criteria. He commutes to his Sophia-Antipolis office from his home in rural Provence.

However, France has a significant disadvantage as a business location: cost. One of the main areas of high expense is property, which is still costly

even after the recent fall in Paris property prices. Moreover, French local government is so bureaucratic, particularly in areas such as planning, that any company investing in France has to deal with a barrage of rules and regulations.

THE employment system is also costly and complex. French workers generally get a reasonable deal in terms of pay and employment protection. They have a 35-hour working week and guaranteed minimum wage, the *Smic* or *salair minimum de croissance* of FFfr5,900 a month. Employers are obliged

to make substantial social security contributions for their workers and to observe a relatively low retirement age of 60. Further, the French trade unions are still comparatively strong – particularly when it comes to defending members' interests. This scenario of high costs and a potentially stumpy workforce undoubtedly deters some companies from investing in the country.

This factor has even persuaded some businesses that are already there to switch to less expensive locations. Earlier this year, Hoover, the US household appliances company, cited the cost of operat-

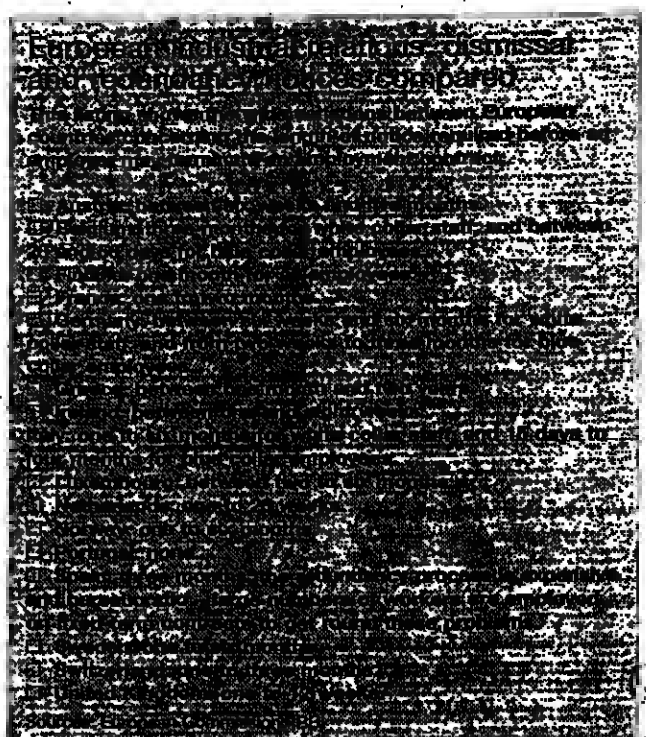
ing in France as one of the main reasons for its decision to switch part of the production at its Dijon plant to a factory in Scotland. France's new centre-right government has responded by trying to make the employment system more flexible.

Mr Michel Giraud, employment minister, recently unveiled a package of proposals which included reducing employers' social security contributions for low paid workers, replacing the 35-hour week with a more flexible annual equivalent total and measures to encourage part-time working. It remains to be seen whether Mr Giraud's measures will succeed.

In the meantime, Sophia-Antipolis shows no sign of suffering – it is now in the throes of doubling in size to try to accommodate its prospective new occupants.



Rubble but not war: a worker pokes his way through piles of rubble from buildings once under construction in the centre of Berlin. The former East Germany had planned a shopping complex along the Friedrichstrasse, but investors were unwilling to finish the project after German reunification – and the buildings were torn down. In the background is the restored German Cathedral. (Picture: Axel Kuhn/AP)



Regional labour costs compared

If the European Community's average figure for labour costs is taken as 100, then the figures for individual regions and countries are as follows:

□ Under 80: Spain, Portugal, Greece, Scotland, Northern Ireland and some parts of the UK, such as the East and West Midlands, Yorkshire and Humberside.

□ 80-100: Wales, parts of the north of England, the north-west, south-west, south-east, East Anglia, also Ireland, Austria, most of Italy in France – most of the south-west, south and eastern regions; Belgium; the northern area of the Netherlands; Canary Islands.

□ 100-120: Finland; Sweden; Bavaria; northern Italian regions; Lombardy; Lazio; the western Netherlands.

□ 120 and over: parts of northern France – the Paris Basin, Ile de France; also Norway; Switzerland; some west German regions, such as Lower Saxony, North Rhine-Westphalia, Rheinland-Palatinate and Baden-Württemberg.

Sources: Ernst & Young; US Dept of Labor; Eurostat.

GERMANY

The allure fades

The cost of employing workers in western Germany looks especially high compared with the cost of labour in the fledgling democracies of eastern Europe, reports David Waller from Frankfurt.

TEN DAYS ago Chancellor Helmut Kohl told the flower of Germany's business and financial establishment, assembled in Frankfurt to watch Mr Hans Tietmeyer being anointed as the new chairman of the Bundesbank, that a "stability-oriented" monetary policy was the best long-term guarantee for German growth and jobs.

In the long-term, low inflation and a stable D-mark may indeed preserve the attractiveness of Standort Deutschland – Germany as a place to do business. But German industry, currently struggling amid the country's worst recession since the second world war, may be forgiven for judging high short-term interest rates and a strong D-mark the direct consequences of the Bundesbank's stability policy – as factors which diminish rather than enhance Germany's attractions as a business location.

On the very day that Kohl was speaking in Frankfurt, newspapers carried the story of Daimler-Benz's decision to build a factory for its Mercedes-Benz automobile subsidiary in the town of Vance in Alabama in the south-east of the US. Following moves by other German companies to set up manufacturing facilities abroad, this came as a graphic reminder of the disadvantages of Germany as a business location.

Taxes are high – taxes and social contribution levies are set to rise to a record 44 per cent of western German GDP by 1995, reflecting the planned introduction of a higher mineral oil tax, higher contributions to pensions insurance, a new solidarity levy, increased wealth tax.

Wages are also high. The reunification of the two Germanies in 1990 brought about a boom for western German companies. Wages were increased as if these "boom-time" conditions would carry on for ever: but the special economic circumstances brought about by reunification died away suddenly in the last half of 1993. The world recessionary cycle caught up with a westward GDP for the west of the country will fall by 2.25 per cent this year – the worst recession in Germany's post-war history – "there are not many things to make Germany attractive at present,"

says Mr Joachim Fels, an economist at Goldman, Sachs in Frankfurt. "Geographically the country is at the heart of the European Community and the new markets in eastern Europe. But against this you have to weigh the fact that costs are too high, in particular labour costs."

"German labour used to be highly productive, and the workforce remains highly educated and used to working in a high-tech manufacturing environment. But both direct labour costs – such as payroll taxes and social services contributions – are very high. Can productivity keep up with the rise in costs? The answer is no: unit labour costs are too high."

The cost of employing workers in Germany looks especially high when one takes into account the cost of labour in the fledgling democracies of eastern Europe. The quality of workmanship in Hungary or the former Czechoslovakia may not be up to Germany's famed levels: but it does come considerably more cheaply. Goldman Sachs calculated in early 1992 it cost an average of DM6,576 to employ a worker in western Germany – compared to DM662 in Hungary, DM401 in the former Czechoslovakia and DM367 in Poland.

To illustrate what this means in practical terms, KPMG Management Consulting has put together a case study focusing on a proposed £100m project to build new television manufacturing facility. The company is seeking a greenfield site to build a modern factory which will produce 500,000 units a year and employ 1,335 people.

Key criteria for choosing the investment location are costs; access to new growth markets – one of which is the east of Germany – together with dependability of production and supply of components and sub-assembly.

Initial calculations show that labour costs for the factory would amount to nearly £45m a year in Germany, £20m in the Netherlands, about £22m a year in the UK and Ireland and about £8m a year in Hungary. Set against this is the distance from the manufacturing site to the companies' main markets, weighted by market size. Taking the UK as 100, Hungary rates at 145 whilst Germany and France are at around 85.

KPMG then assigned weightings to these and other criteria – the question of labour costs being five times more important than market proximity and research capability. Hungary emerges as nine times more attractive than the UK, its nearest competitor. Taking the UK as 100, Hungary achieves a score of 450. France

and Ireland also score 100. Germany is the least attractive manufacturing location, with a score of about 70.

A short-list of three locations is drawn up: Manchester in the UK; Düsseldorf in Germany and Budapest in Hungary. At this stage the assessment of the relative merits of the three possible sites becomes more refined, taking into account qualitative factors such as sub-suppliers, working practices, productivity, health, unionisation, manufacturing's share of the country's GDP, as well as proximity to markets and research capability.

It is clear that according to these qualitative considerations, Hungary is not as attractive as Germany or the UK. But factor in the costs and Germany remains the least attractive of the three in pure profits terms. KPMG calculates that the factory in Düsseldorf would make an annual after-tax return of 25.4m compared to £21.3m in the Manchester and £20.2m in Budapest.

If incentives were not available, the investment in Germany would yield a 27m loss, reduce the UK profits to £9m and barely change the £20m profit to be made in Hungary.

European companies are making calculations such as these every single day of the week. Even allowing for qualitative factors, Germany looks unattractive.

Recognising this, the German government has started to address the issue of German competitiveness, this autumn publishing a paper on securing the future of Germany's economic base. But the process of adjustment will be slow and in the meantime, companies will choose to build their factories in Manchester or Budapest, rather than Düsseldorf. Or even, go as far afield as Vance, Alabama.

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FIRST LOCATE THE FACTS. THEN LOCATE IN BRITAIN.

مكتبة الامارات

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in France as one of the reasons for its decline. The Dujari plant in a large right-wing government. The employment system is not reliable.

Mr Michel Girard, employment minister, recently introduced a package of measures for new jobs. It includes a 35-hour week, a more flexible wage system, and measures to encourage part-time work. He remains to be seen whether Mr Girard's measures will be enough to get the economy back on its feet.

On the strategic front, Finns watched with more anxiety than most - the events unfolding across their long border with Russia last week, they will be hoping that 1994 will see President Boris Yeltsin entrench democratic and economic stability in the neighbour that has always loomed ominously over Finland's eastern shoulder.

More than that, the governing centre-right coalition of Mr Esko Aho, the prime minister, as well as the Social Democratic opposition, intend that next year will see a successful outcome to Helsinki's negotiations for membership of the European Community, which they regard as an essential economic and political anchor for Finland in the post-cold war world.

The beginning of the year will also bring a change of national leadership. Elections in January for a successor to President Mauno Koivisto will for the first time be held by universal suffrage, adding political weight to the office of head of state. The strong favourite is Mr Martti Ahtisaari, candidate of the Social Democrats and prominent United Nations diplomat, who enthusiastically advocates Finnish membership of the EC.

But although the outlook is brighter, many obstacles remain which suggest that Finland still faces a hard slog to restore the prosperity and confidence it enjoyed in the 1980s. Already, the government has had to revise downwards its

ons: dismissal compared

Between European office required before in contract

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FINANCIAL TIMES SURVEY

FINLAND

Monday October 11 1993



Forestry - the prospects and the problems: a special report
Pages 4 and 5

Wary after three years of deep recession and worry of what may still occur in neighbouring Russia, Finland is looking to the year ahead to establish a recovery in the economy and to plot the political path it will follow in the second half of the decade.

Thanks to a resurgence in exports, the economy is set to return to growth in 1994 after a traumatic depression. National output has shrunk by fully 10 per cent since the turn of the decade and unemployment has mounted from below 5 per cent of the workforce to 20 per cent in a country that in the 1980s had become one of Europe's most affluent societies.



Tampere Power's pulverised coal-fired boiler for the Meri-Pori power station will be Finland's largest when commissioned at the end of the year

A hard slog lies ahead

The economy should return to growth next year after a deep depression, writes Hugh Carnegie. But unemployment will stay high for the rest of the decade

earlier projections of 3 per cent growth next year. The weaker than expected condition of key export markets, particularly Sweden and Germany, and the persistence of low demand and high savings ratios in the domestic economy have combined to push down official growth estimates for 1994 to around 1 per cent, a level which will barely make a dent on unemployment.

Mr Aho's government is also constrained by a high budget deficit - running at around 10

per cent of gross domestic product - and a concern to rein in a foreign debt which grew rapidly over the past three years to reach 50 per cent of GDP. Progress has been made, with public spending pegged in real terms at 1991 levels and a current account surplus anticipated next year thanks to the recovery in exports.

But the high cost of unemployment payments and the heavy costs of rescuing the loss-ridden banking system

from collapse have slowed the process of righting the imbalance in the public finances and squeezed out any possibility of a significant fiscal stimulus for the economy.

"We have a special interest to stimulate the domestic economy," Mr Aho said in an interview with the FT. "But the problem is that there are very tight limits for stimulation. The main way to stimulate the economy is to push interest rates downwards and keep them down."

Interest rates are at their lowest level for decades, steadily reduced since the markka was floated in September last year and quickly lost more than 25 per cent of its value. But recovery in investment has been slow to appear as companies and private individuals prefer to play down the debts they still carry from the carefree days of the 1980s.

The uncomfortable reality is that, even under the most optimistic projections, unemployment in Finland is set to

remain above 10 per cent for the rest of the decade.

Mr Aho's Centre party and his conservative coalition partners see more far-reaching structural reforms as a way to engender more long-term growth. But there is still considerable resistance to the notion of wholesale changes in Finland's highly-developed welfare and social systems. Attempts, for example, to lower minimum wages for young workers have been largely blocked by the labour unions.

A key element in the government's long-term economic strategy for Finland lies in joining the EC. Helsinki has already signed up to join the European Economic Area, the open market agreement between the Community and the countries of the European Free Trade Association. But, like the governments in neighbouring Norway and Sweden, Finland wants to advance to full membership to bring the economy fully within the EC fortress, not least to ensure that Finnish investment does not migrate, and to help attract inward investment.

The desire for EC membership extends well beyond the economic argument, however. It is seen in Helsinki as an important strategic repositioning of the country after the end of the cold war.

Throughout the east-west confrontation after the second world war, Finland, which established its independence from Russian rule only in 1917, steered a course of neutrality, which was respected by the US and the Soviet Union alike. Lucrative trade agreements with the latter were the basis for much of Finland's surge to prosperity - and a primary cause of recession when the Soviet Union collapsed.

Now relationships with Russia are less certain. Initial fears of chaos across the border and, perhaps, floods of Russian refugees, have subsided, notwithstanding the dramatic events in Moscow this month. Finland has established strong political and trading ties with the newly-independent Baltic states, particularly Estonia, which lies less than 50 miles away across the Gulf of Finland. In a re-

talised Baltic region, it sees St Petersburg, with its 5m population, as a lucrative potential market.

But Helsinki is nevertheless looking to membership of the EC - and participation in the Community's evolving political and security structures - as its strategic anchor in the new order and an insurance policy against future instability in Russia.

By no means all Finns are enthusiastic about joining the EC, however. Although opinion is more favourable than in Norway and Sweden, polls still show a strong hostile minority. Opposition covers issues from the fear of rural communities that they will lose generous subsidies, to fears of a loss of Finland's freedom. Opinion divides within political parties, with Mr Aho's Centre party, for example, split on the issue.

"Finns are used to the idea that freedom and independence are one and the same thing and that anything which impinges on independence impinges on their freedom," says Mr Kaakko Ilonemi, director of the Centre for Finnish Business and Policy Studies.

The government has promised a referendum on the issue which will be held sometime late next year if the target of joining in 1995 is to be met. Much will depend on achieving an accession agreement in the negotiations now under way with Brussels that the government can "sell" to the electorate as a good deal for Finland.

Hence Mr Aho has adopted a tough negotiating stance, demanding EC subsidies for Finland's farmers and calling on the Community to accept the special needs of the Nordic region. "They have to accept, in a way, new policies - a new approach - like they did when Portugal and Spain joined," says Mr Aho. "Then it was the southern approach. Now it is a question of the northern approach."

The campaign to win support for Finland's EC membership should receive a boost in January when Mr Ahtisaari is expected to win the presidency. He, more than any of his eight opponents for the post, espouses the cause and,

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- KEY FACTS
- Politics: UN envoy may become president
- Unemployment: no quick solutions
- MAP

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- Foreign policy: European anchor may give security

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- Companies and the environment: on the defensive
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- Industry: daunting task that faces exporters
- Saunas: apply the birch gently

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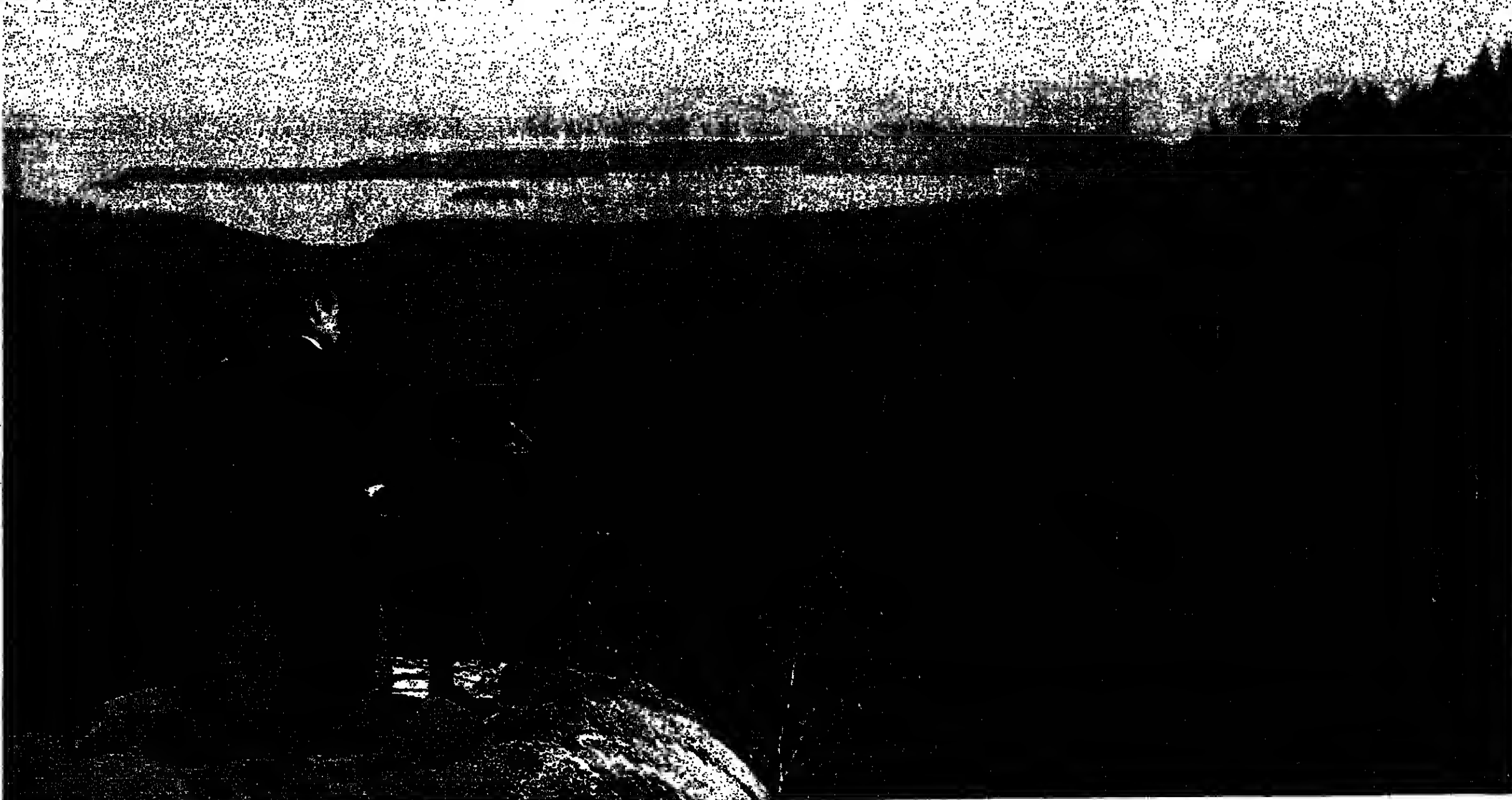
Editorial production: Gabriel Bowman

indeed, he is a potent symbol of an active Finnish role internationally.

Finnish presidents have tended to play a less active political role than the constitutional powers of the office allow, but Mr Ahtisaari has signalled that he intends to take the lead in foreign policy that the constitution affords.

His fame is built chiefly on his role as a UN envoy - notably heading the UN's operation overseeing Namibia's transition to independence. His popularity at home has undoubtedly been enhanced by the fact that he is not associated with the disasters that have overtaken the country in the past few years. His voice could be vital in cementing opinion in favour of EC membership.

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FINLAND 2

The economy is in need of structural reforms, reports Hugh Carnegie

Weak recovery is forecast

OVER the past three years, Finland's economy has suffered a luddering recession, even by the recent grim standards of western Europe.

Real output declined by 10 per cent over 1991 and 1992 and at best will be flat in 1993. Unemployment reached 20 per cent in July. The banking sector lurched into losses so severe that the state will spend some Fm900m or more to bail it out. The budget deficit has ballooned to around 10 per cent of gross domestic product and foreign debt has doubled to almost 50 per cent of GDP.

But, at last, there are signs of a respite. "The Finnish economy is not going to continue going down the drain," asserts Mr Sixten Korkman, the chief economist at the finance ministry. "Next year there will be some recovery, even though it will be weak."

Mr Korkman is not letting optimism get the better of him. In fact, his projections of 1 per cent GDP growth in 1994 are more gloomy than last month's OECD report on the Finnish economy, which forecast growth of 2.1 per cent next year.

But he is confident that a dramatic surge in exports already under way, following a 50 per cent fall in the value of the Finnish markka over the past two years, will drive a return to growth. The current account may move into surplus, easing the foreign debt burden and underpinning low interest rates.

The problem is, as Mr Korkman readily acknowledges, that the domestic economy, which is the only realistic

source of significant employment growth, remains stuck deep in recession.

Much of the explanation for this lies in the continued hangover from an exaggerated foreign credit boom in the late 1980s which burst when Finland's mainstay trade with the former Soviet Union disappeared and international recession hit simultaneously.

Suddenly, interest rates - which generous tax allowances had rendered negative in many cases - went up steeply, asset

values tumbled and foreign debt soared in markka terms.

Savings ratios rocketed and are set to stay high while thousands of individuals and companies unwind their debts.

The result has been a slump in private consumption. Meanwhile, the government has embarked on a spending squeeze to try to control its rising deficits. Overall, domestic demand is set to fall by 5 per cent this year, the third year of shrinkage in succession. The OECD sees a further

small decline next year. "I am quite sure the domestic economy will remain slow even when it turns around," says Dr Sirén Hämäläinen, governor of the Bank of Finland. "I am sure households will remain very reluctant to take on new debt."

Government policy can be summed up as a mixture of tight fiscal policy and relatively loose monetary policy. Mr Ilro Viinanen, the finance minister, has been adamant that the scale of the deficit leaves no room for expansionary measures in the budget - especially with rising unemployment and the banking crisis adding heavily to government expenditure. The government is sticking to its target of holding down public expenditure in real terms at 1991 levels.

Instead, with inflation at less than 3 per cent, the steep fall in the value of the markka and tumbling interest rates are looked to as the chief sources of economic stimulus.

But here, too, the authorities have been reluctant to go too far. The finance ministry and central bank are now ready to admit that their defence of the markka's link to the exchange rate mechanism of the European Monetary System, which they finally broke by floating the currency in September last year, was misplaced, given the depth of the recession the country was suffering.

Still, there is concern about the level of the markka which has restrained the central bank from letting short-term rates fall below the 6 per cent level at which they currently stand. "We could not have pushed

down interest rates faster," says Dr Hämäläinen. "With hindsight, you might say that if we had floated in 1991 then we could have had lower interest rates. But after we floated the currency last autumn, in practice our freedom to cut interest rates was low because of the high levels of foreign debt both in the public and private sector. In many ways we have been in a trap."

The policy approach of the authorities was largely endorsed by reports on the economy commissioned from three foreign economists earlier this year by the Bank of Finland. All stressed the importance of getting the national finances back into balance. Two - Professor David Currie of the London School of Economics and Professor Christian Bordes from the University of Bordeaux - agreed that, for the time being, controlling the deficit and lowering interest rates was the way forward.

"A tight fiscal stance coupled with a looser monetary stance offers the best prospect of economic recovery, of tackling the twin debt problem of internal and external debt, and of maintaining a competitive level of the markka, boosting exports in a difficult world trading environment," wrote Prof Currie.

The third economist - Mr Hans Tson Söderström of the Stockholm School of Economics - differed by suggesting that unemployment, set to remain above 12 per cent five years hence, was so severe that some loosening of fiscal policy was justified. He said Finland's gross public debt was not

excessive by international standards and the country could contemplate a demand stimulus in the form of tax cuts.

However, the clear message from all three economists was that Finland must also undertake difficult structural reforms to underpin a return to sustained long-term growth. Mr Söderström identified these as including: deregulation and reduced subsidies in the sheltered domestic economy; a shift in public spending

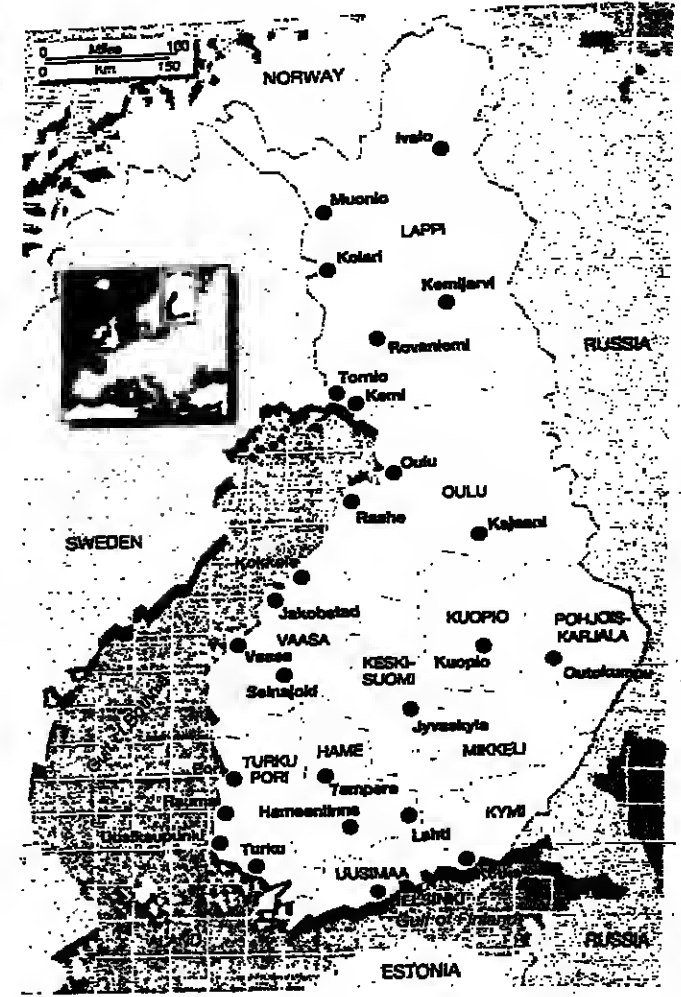
from consumption and transfer payments to investment; recapitalisation of the banking system and increased labour market flexibility. "The need to combine demand and supply-side measures and short-term policy action with long-term policy commitments into one comprehensive policy programme poses a serious co-ordination and credibility problem," wrote the Swedish economist.

While there has been a high degree of co-operation between

KEY FACTS		
Area	304,593 sq km	Population5.03m
Prime minister	Esko Aho	
Currency	Finnish markka	
Average exchange rate	1991: S1=4.0440	1992: S1=4.4794
ECONOMY		
	1991	1992
Total GDP (\$bn).....	124.5	109.6
Real GDP growth (%).....	-6.4	-0.3
Components of GDP (%)		
Private consumption.....	21.7	25.9
Total Investment.....	23.9	24.9
Government consumption.....	21.6	16.6
Exports.....	55.1	55.3
Imports.....	-22.3	-24.7
Annual average % growth in		
Consumer prices.....	4.3	2.9
Wages: hourly earnings.....	6.1	2.5
Ind. production.....	-8.8	2.3
Ind. employment.....	-9.8	-9.9
Retail sales volume.....	-18.4	-19.4
Narrow money.....	6.5	0.2
Broad money.....	10.5	15.4
Unemployment rate (%).....	7.8	5.2
Reserve minus gold (\$bn)*.....	8.5	9.5
Discount rate (%).....	-13.7	12.6
FT-A share price index (%).....	-6,695	-5,104
Current account balance (\$m).....	22,516	23,554
Exports (\$m).....	20,195	19,703
Imports (\$m).....	2,321	3,851
Trade balance (\$m).....		
Main trading partners (%) ²	Exports	Imports
US.....	6.0	6.1
Germany.....	15.6	16.9
France.....	6.7	4.6
UK.....	10.7	6.6
USSR (former).....	4.2	8.0
EC.....	19.6	20.0
	53.2	47.2

* At year end. (1) Annual % increase at year end and in FT-A share price index. (2) Percentage trade

* At year end. (1) Annual % increase at year end in FT-A share price index. (2) Percentage trade share in 1991. Source: IMF, Department



the government and the opposition Social Democrats in parliament over fiscal policy recently, there is no doubt that structural reforms raise much greater difficulties. Already the powerful trade union organisations have curbed government efforts to lower minimum wage levels. Privatisation has yet to get seriously under way.

But among policymakers there is a growing realisation that changes are necessary. Mr Viinanen, the finance minister, recently described Finland's

extremely high levels of unemployment benefits as "a cancer" on the economy. Some 60,000 jobs in the public sector have been axed in recent years. "There is still a long way to go on labour market reforms," says Mr Korkman. "But I think there have been many profound changes in the public sector. Ministries are really cutting expenditure and improving efficiency - even though the result is to increase unemployment. The mental attitude has changed."

POLITICS

UN envoy may be president

DURING THE chilly depths of their long, dark winter, Finns will vote next January for a new president whom they hope will preside over the country's emergence from three years of national gloom.

All the signs are that they will choose Mr Martti Ahtisaari, who comes from outside the political mainstream and whose election would mark a break from the rather stultified ways of the past and an attempt to seek a new path after the economic and political traumas of the early 1990s.

Mr Ahtisaari is a diplomat whose most striking accomplishments have been as a United Nations envoy, notably as the head of the operation overseeing Namibia's transition to independence. Even as the campaign for the January 16 election warms up at home,

he has stayed away, intending to remain in his senior role in the UN's peacemaking efforts in former Yugoslavia until December.

In other circumstances, that would seem an inauspicious background for launching into domestic politics. But such is the level of disaffection with the old guard that Mr Ahtisaari has consistently been streets ahead in the polls. His burly physical presence and bluff "folksy" approach - he is from the rural north - have enhanced his popularity. But above all, he is a fresh face.

"Ahtisaari has one big thing working for him," says Mr Jaakko Louhe, head of EVA - the Centre for Finnish Business and Policy Studies. "He is not a political figure. In the eyes of the nation he has no responsibility for the mess we are in."

Mr Ahtisaari's main policy platform is a clear advocacy of Finland's application to join the European Community - an issue which has split the country but so far does not seem to have damaged his popularity. He does represent a political party - the main opposition

Social Democrats. But it was the potency of his non-party image that prompted the Social Democrats to choose him over Mr Kalevi Sorsa, the former prime minister, in a primary election in May.

Altogether, there are nine candidates vying for the presidency, but only two form a real threat to Mr Ahtisaari. One, Mr Raimo Ilaskivi, of the conservative National Coalition party, is a former mayor of Helsinki who defeated Mr Pertti Salolainen, his party's leader, for the candidacy and is also running on an anti-po-

litical ticket. Mr Paavo Värynen, until recently foreign minister, is the candidate of Mr Esko Aho's Centre party and is an experienced campaigner.

These two will put up a tough fight, attacking Mr Ahtisaari for his lack of experience in domestic affairs. But Mr Ilaskivi, at least, admits that the split in the anti-Ahtisaari vote means the only chance to defeat him is to deny him a simple majority and force a run-off vote in February. "Ahtisaari will win on January 16. The question is whether he wins outright the first time," he says.

The new president will take over at a time of flux in Finnish political life. The presidential election itself will be held for the first time by popular



Martti Ahtisaari: a break with the past?

vote, rather than by electoral college, a reform which helped both Mr Ahtisaari and Mr Ilaskivi achieve their primary victories against opponents of their respective party establishments.

The direct election of the president seems bound to increase the political authority of this head of state, who already enjoys considerable constitutional powers, such as the power to dissolve parliament, appoint ministers, delay legislation and preside over foreign policy.

The three main candidates have all signalled an intention to be more active than the Social Democratic incumbent, President Mauno Koivisto, whose reticence has attracted criticism, particularly during the days of deepest economic crisis in late 1992.

However, Mr Aho's centre-right government wants to push legislation through parliament to curb some of the powers of the presidency as a balancing measure to the introduction of direct election. Mr Ahtisaari has not objected to such a move in principle, so long as the president's role in foreign policy is not diminished.

While the constitutional balance between the presidency

and parliament is changing, there are also shifts going on within the parliamentary sphere. The Social Democrats, under Mr Ulf Sundqvist, have largely gone along with the tough fiscal policy of Mr Aho's coalition, recognising that public spending has to be controlled to get a grip on the budget deficit and foreign debt.

At a deeper level, parliamentary parties must also come to terms with shifting attitudes among voters. According to an EVA survey, the response to the collapse of old certainties has been to turn away from left-right issues and to focus instead on "traditional" values, with the emphasis on the family, social justice and environmental issues. "This means that there is a desire to bring sheer party politics down from its pedestal - to make it a servant of the electorate, rather than the master it has always aspired to be," EVA commented on the survey.

Hugh Carnegie

Half a million are without work, reports Christopher Brown-Humes

Cold comfort for the jobless

SITTING IN his fifth floor office high above Helsinki's central Esplanade, Mr Ilkka Kanerva, Finland's youthful Minister of Labour, offers no quick solutions to the country's unemployment crisis, which has led one in five workers out of a job after three years of deep recession.

Indeed, he expects the underlying trend to carry on rising for another year, in spite of the country's recent export success. He believes the rate may not start to fall noticeably for 18 months.

"If at the end of the current parliamentary period in two years' time, unemployment is down to 15 per cent, it will be a good achievement," he says. Finland now has Europe's second highest unemployment rate, with 500,000 people out of a job, but probably nowhere has the total climbed so quickly in such a short period. Only three years ago, the country boasted one of Europe's strongest economies and unemployment was just 4 per cent.

The jobless problem has brought remarkably little social tension, and so far at least, many families have been protected from severe hardship by the country's generous welfare system which guarantees good rates of benefit during the first 500 working days that an individual is out of work.

Worldwide recession, the sharp slump in the domestic market and the collapse of trade with the former Soviet Union have all contributed to the sharp acceleration in the unemployment rate. The worst hit sector, as elsewhere in the Nordic region, has been construction, although there has been widespread rationalisation throughout the manufacturing industry. The good news is that unemployment has probably reached its peak in the metal and engineering sectors, but a far higher level of

redundancies in the public sector can be expected over the next 12 months.

Unemployment is undoubtedly Finland's main economic problem, alongside its budget deficit and rising foreign debt. And therein lies the main constraint the government simply does not have the financial resources to stimulate the economy through major infrastructure and investment programmes and it is worried that any sign of fiscal relaxation could further weaken the markka and damage its inflation and interest rate goals.

Instead, it is hoping that unemployment will gradually start to come down as part of a broader export-led economic recovery, assisted by the fall in interest rates which are at their lowest level for more than a decade.

The budgetary constraints mean that the type of Fm10bn stimulus package being proposed by the opposition Social Democrats has little chance of becoming reality. Big infrastructure projects are out for the same reason.

That is not to say that nothing is being done. However, the effort is reactive more than proactive and is centred on training and education programmes. Mr Kanerva says that around 250,000 people a year can be offered some form of training, but he accepts that this will have little impact on long-term unemployment, which is set to reach 200,000 people by the end of next year.

The broader government effort has been to overhaul the labour market and introduce greater flexibility into the wage bargaining process. The need for such flexibility is a theme which has been repeatedly emphasised by the OECD and it was taken up again by the organisation in its latest report on Finland, published last month. "The present cen-

trality bargaining framework - within which the government has, in the past, tended to facilitate wage negotiations by offering expensive fiscal concessions - now appears incompatible with the general thrust of government policy based on budget consolidation," the OECD stated.

But government efforts to overhaul labour market structures have yet to show much success. In the spring, it encountered fierce union opposition, including the threat of a general strike, when it tried to introduce a package of reforms, including a scheme allowing employers to take on jobless youths for 30 per cent less than the minimum wage. The measure was eventually implemented, after agreement with the unions, but in a way which has meant it has had little practical impact.

Mr Kanerva concedes that the government's approach might have been heavy-handed, but he insists that the fight for reform will continue. "The tactic now will be step by step, rather than grand slam," he states.

One scheme he wishes to implement would compel

employees to operate a more flexible working schedule, although it would not increase the total number of hours they worked annually.

SAK, the blue collar union, says it is prepared to compromise, but only as part of a broader package which tackles unemployment. It believes the government could afford to expand public spending in the short term if agreement on medium-term cuts in public spending could be reached as part of a social pact. It has already identified a number of infrastructure investments which it says could be funded in this way.

The union says it is ready to discuss wage rises in the context of job security, investment and training, implicitly linking the question of wage restraint to job creation.

The main frustration for the union is apparent government unwillingness to open a dialogue. Mr Kanerva admits that relations are strained, but says this is because the unions have traditionally been aligned with the opposition Social Democrats, rather than with the centre-right parties which are currently in power.



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■ INTERVIEW WITH THE PRIME MINISTER

Chance of growth again

MR ESKO AHO, at 39 one of Europe's youngest leaders, has had to steer Finland through a traumatic recession since becoming prime minister in 1991. Active in the rural-based Centre party since the 1970s, Mr Aho entered parliament in 1983 and became party leader in 1990. He has been criticised for not being tough enough and his future inevitably rests on the fortunes of the economy. He discusses its prospects with Hugh Carnegie

WHAT light do you see in the tunnel now for the economy?

We have made major structural changes. Throughout the 1980s our exports and industrial output went down, relative to gross domestic product. Finland was only able to preserve its high standard of living by borrowing money from abroad. When my government took over we had to do something about this structural problem. Since then, the share of exports relative to GDP - it was close to 20 per cent in 1991 - has risen to about 33 per cent this year and next year it could be as high as 35 per cent.

Also, as far as industrial production is concerned, we have had major changes. That is the reason why I think we have a good chance to return to growth again. Our net foreign debt stands at the equivalent of more than 50 per cent of GDP, but because of that export growth it is going to start to go downwards and next year we expect the balance of payments to be in surplus. These are preconditions for solving our other problems.

These changes have made possible the recent fall in interest rates, which are now low enough for new investments. This creates possibilities for solving domestic problems and getting some effect also on high unemployment, which is our major political problem.

How soon do you anticipate that there will be this pick-up in the domestic economy and what more can you do to encourage it?

We have a special interest to stimulate the domestic economy. But the problem is that there are very tight limits for stimulation. We cannot use higher public indebtedness because it will lead to an even worse situation. That is why

the main way to stimulate the economy is to push interest rates downwards and to keep them down. I believe that we have the possibility to succeed in that. It depends on domestic decisions - on budget policy, fiscal policy and labour market agreements. Another factor having an impact on that is the European trend and we expect that in the longer term European interest rates are going down.

Is there not more you could do, for example some lowering of Finland's very high tax regime?

As far as taxes are concerned, the problem is that the deficit in governmental expenditures is very high and we cannot cope with a higher deficit. If we are able to get (wage agreements) which are reasonable in this situation, it would create some possibility to use taxation to stimulate demand, but this margin is not very large. We have also some opportunities to concentrate resources in our budget on new investments.

When do you expect unemployment, now around 20 per cent, to peak?

It is very difficult to make forecasts because we have not seen this kind of situation before. Simultaneously we have structural problems, with branches like the banking and public sectors having to lay people off, and this depression. But I have the feeling that later this year or at least next year, unemployment will be lower.

One of the problems you have run into has been resistance to labour market reforms, such as lowering minimum wage levels for young employees. How difficult is this issue?

I have to say that in Finland



Esko Aho: expects balance of payments surplus next year

labour market organisations are very well developed with the kind of agreements which make our labour market very rigid. Our intention has been to lower the threshold for the employment of new people, but we have noticed that labour market organisations, especially the labour unions, have been very much against these kind of changes because they fear they will give companies too much power against unions. I think that is a big mistake because the only way to have a positive effect on unemployment is to make these structures more flexible.

We made some agreements last May which made it possible to have some more flexibility in employing young people, but they were not major structural changes. We have not succeeded in that. Would you also like to go further in reducing Finland's extensive and expensive welfare system?

We have undertaken several big savings programmes to reach the goal of zero real growth in public expenditure from 1991 to 1995. At the present time we are achieving this target. The problem is that we

have some extra costs, especially in the banking sector. We have not been able to cover these costs by savings because, if we had tried that, the downward curve in the economy would have intensified. But the cuts we have made have been very painful, politically.

People often remark that Finns have been very tolerant of the recession. There has not been any significant social unrest, despite 20 per cent unemployment. Do you sense that this public understanding of the crisis persists?

I have to say that despite many difficulties in realising our programmes - from the political opposition and labour market organisations - today the public discussion is much more reasonable than it has been. The atmosphere in the country is calm - I think most people understand what the situation requires better than was the case in 1991.

In 1991 Finland and our population did not know where we were and where we were trying to go. Today I feel that the main goals of economic policy have been accepted more generally than before.

"If we are not in Europe, we are in Russia" is how one Helsinki taxi driver justifies his support for Finnish membership of the European Community.

The view may be a little extreme, but it helps to explain why Finns have proved to be more enthusiastic about joining the EC than either of their Nordic neighbours, Norway and Sweden.

Western Europe is seen as an anchor for Finland at a time when the certainties of the cold war have been lost and traditional concepts of neutrality no longer carry their former weight. The feeling has been heightened by the upheaval which continues to afflict the country's giant eastern neighbour, Russia.

In other words, security questions as well as economic issues are weighing on the minds of the Finns when they consider the EC. By contrast with Sweden and Norway, opinion polls have consistently shown a majority of the population to be in favour of EC membership, although sometimes the margin has been very narrow. An August poll, conducted by the Teloustutkimus organisation, indicated 49 per cent were pro-EC, compared with 35 per cent against.

Negotiations on membership began in February, but the toughest phase of the talks will come this autumn when the most difficult questions are discussed. It is already clear that agricultural and regional matters will be the biggest stumbling blocks, although there is also concern about moves within the EC to limit the influence of smaller EC member states in decision-making.

It may seem surprising that agriculture has become so sensitive an issue, as farming employs only 8 per cent of the Finnish population and contributes only 4.5 per cent to GDP.

But farming's importance is psychological as well as economic in a land where the countryside is regarded as an essential part of the national identity and cultural heritage. As recently as 1960, 36 per cent of the workforce was employed on farms.

The issue also has particular importance for Finland's Centre party, the dominant coalition partner, as it traditionally draws its support from rural areas. Opinion polls have shown that Finnish farmers are more implacably opposed to EC membership than any



Heikki Haavisto: from farming to the foreign ministry

■ FOREIGN POLICY

The European anchor may give security

other section of society. The Centre itself is split, with its leaders in favour of the EC and the rank and file against it.

The need to win over the party membership may explain why Mr Heikki Haavisto, president of the influential Central Union of Agricultural

Producers and a renowned EC sceptic, was appointed as foreign minister in May when Mr Paavo Väyrynen stepped down from the position to promote his candidacy for the presidency. If nothing else, the appointment sent a clear signal to Brussels about the importance Finland attaches to the agricultural issue.

In essence, Finland wants hefty EC subsidies - worth about Fm3.5bn a year - in re-

ognition of the special geographical and climatic conditions facing its farmers in such a northerly location. "Our natural circumstances are very different to those of any country already in the EC," states Mr Haavisto.

In particular, he draws attention to Finland's short

growing season - even in southern Finland it is only 170 days compared with 230 in northern Germany - as well as to the small average size of the country's farms and the distances to market, which are often huge.

But he also makes it clear that agriculture has related regional and security aspects. The fear is that if farmers are put out of business, whole areas of the country will become depopulated, a particularly sensitive topic in the context of Finland's 1,300km long border with Russia.

If Finland can get an agreement on agriculture, it looks very much as if all other aspects of its membership application will fall into place

ly sensitive topic in the context of Finland's 1,300km long border with Russia.

If Finland can get an agreement on agriculture, it looks very much as if all other aspects of its membership application will fall into place. The country has accepted the Maastricht treaty, and it has not made an issue out of neutrality. For the moment, it wants to remain militarily non-aligned, with an independent defence, but it has not ruled any options, including membership of the Western European Union, in the future.

The country is also displaying a more relaxed attitude than either Norway or Sweden on some other controversial questions, such as alcohol policy.

Mr Haavisto's appointment as foreign minister was certainly not universally welcomed, as he was thought to be too closely tied to the farming lobby. However, his critics say that on the evidence of his first five months in office he genuinely wants to achieve a negotiating result which will enable Finland to join.

It is hard to predict what will happen if Mr Haavisto eventually decides he cannot recommend the membership package which Finland is offered. The likely answer is that it will provoke a government crisis, forcing the Centre party out of the coalition.

In any case, it is difficult to see agriculture being the decisive issue. Dr Max Jacobson, a former diplomat, says it is "inconceivable" that Finland will reject membership just because the farmers oppose it. "A majority will still be in favour of joining," he claims. A bigger danger could be developments in the Community itself if these create a negative impression in the minds of the Finnish electorate.

The timetable is certainly tight. If Finland is to join the Community on schedule on January 1 1995, negotiations must be completed by next April. A non-binding referendum will then be held around next September.

That is likely to make Finland the first of the three Nordic states to vote on the issue, so a Yes vote will be important not simply for Finland but for pro-EC campaigners in both Sweden and Norway, who believe it will provide a wider momentum for their own EC membership ambitions.

Christopher Brown-Humes

RENEWABLE

The Finnish forest is a renewable and natural resource. A unique regeneration programme ensures that 300 million saplings are planted every year to ensure the continuous growth of this precious asset, which covers two thirds of Finland's total land surface area.

Only indigenous species are used, helping to preserve Finland's natural biodiversity. In the forest - most of which are privately owned by family foresters - selective thinnings and regeneration cuttings are prevailing forestry practices which add to the creation of a healthier and more natural forest.

RECYCLABLE

The Finnish forest industry does not oppose recycling. Indeed in Finland alone, the recovery rate is high by international standards - more than half of the recoverable material is collected to be used again. And across Europe, forestry and recycling work hand in hand.

Paper and board does not last forever - in practice, fibres can only be recycled three to five times. So a continuous supply of primary fibre products is necessary to keep the cycle in motion. It is of paramount importance to ensure that this primary material comes from a reliable source.

RESPONSIBLE

The aim of the Finnish forest industry is to safeguard the renewal of Finnish forests through successive natural regeneration and active planting. Increased recycling and the continual development of manufacturing technologies which aim to control emissions and reduce energy consumption, are at the top of the industry's list of priorities along with the enormous investments made each year to further environmental protection.

Forestry is part of Finnish heritage and the Finnish forest industry can truly be trusted as the guardians of one of the planet's most valuable natural resources.

• The Finnish Forest Industries Federation hopes to bring the issues that surround the forest industry into the limelight for discussion.

As part of its efforts, the association will host a national seminar in London on 1st December 1993. For further information on this and the Finnish Forest Industries Federation, please contact our UK Information Office at 54 Poland Street, London W1V 3DF.

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FORESTRY

Pulp, paper industry turns corner

AFTER TWO years of heavy losses, Finnish pulp and paper companies have turned the corner. Some groups will remain in the red in 1993, but enough of them will be profitable to give the industry as a whole a break-even result. This represents a considerable improvement on last year's combined loss of FM4.2bn, and 1991's FM5.2bn deficit.

Whatever help the industry has had, it has not come from the market. Hopes that prices would turn decisively this year have been badly disappointed, and expectations for next year are already being toned down, particularly as far as the key west European market is concerned.

Instead, the Finns have had to rely on their own efforts and a hefty 30 per cent devaluation of the markka to ride out the storm. All the major companies have rationalised heavily, cutting staff numbers by up to 30 per cent, and they have conceded little in the way of wage rises in the last two years. Added to this has been a 32 per cent fall in wood prices since 1991, which has lowered the raw material costs of the pulp mills significantly.

The depreciation of the markka has also helped, but it has not proved as big a benefit as originally hoped. Buyers have also wanted their cut from devaluation's benefits, forcing prices down still further. For some products, such as sawn goods and fine papers, markka prices today are virtually the same as they were a year ago.

The collapse in the market, particularly for pulp and fine papers, is the principal reason why the Finnish forestry industry will manage only to break even rather than make a profit this year.

The other factor is the high debt load which the major Finnish groups continue to carry following their hefty investment programmes in the late 1980s and early 1990s. Combined debts at FM70bn are as big as turnover, and since more than 60 per cent of them are denominated in foreign currencies, they have risen sharply because of the weaker

markka, in 1991 and 1992 around half of the industry's losses were attributable to currency losses.

On the short-term perspective, Finnish groups clearly over-invested on the back of the boom market conditions of the late 1980s, even though they now have the world's most modern and efficient pulp and paper machinery to show for it.

The emphasis was different in Sweden where the big forestry groups concentrated their expansion more on company and plant acquisitions in Europe. Some argue that the Swedish tactic was better, because it facilitated the removal of extra capacity in the market downturn, though it has also left the Swedes with greater production capacity in hard currency countries.

The debt burden has forced the Finnish forestry industry to consolidate. Total investment will fall to an annual FM4.5bn this year and next, compared with FM8bn a year in 1989 and 1990. There are currently only two major projects on the blocks: a DMS500m scheme to build a newsprint plant, based on recycled paper, in eastern Germany and a FM300m plan to construct a new pulp mill at Rauma in western Finland. Other projects may only see the light of day as part of a risk-sharing collaboration between different groups.

The depreciation of the markka has not proved such a big benefit

Balance sheet constraints are also likely to limit takeover activity, unless industrial logic - or distress - can be cited to justify it. For one thing, there has already been a considerable shake-out in the Finnish forestry sector, and for another, the 1980s argument that it made sense to buy in Europe cannot be sustained today when Finland has become a low cost producer again.

"Priority number one over the next two years will be



The Enso-Gutzeit mill at Kotka, in southern Finland

repaying debts," says Mr Jari Köhler, managing director of the Finnish Forest Industries Federation. Enhanced cash-flow, disposals and share offers will all feature in the drive for a stronger balance sheet.

Mr Köhler acknowledges that 1993 will be another tough year for the Finnish forest companies, but he nevertheless expects an overall profit for the industry, thanks to the trends which have begun to emerge. Firstly, the industry has been able to raise its capacity utilisation from 83 per cent in 1992 to 87 per cent this year. For sawn wood the jump has been from 81 to 92 per cent, and for newsprint from 82 to 91 per cent. But some sectors are still very depressed - utilisation for uncoated (SC) paper has fallen to 77 per cent this year from 83 per cent, while pulp utilisation rates have climbed only to 85 per cent from 83 per cent.

Secondly, in spite of the recession, worldwide paper consumption is continuing to grow, albeit at a modest

1.2 per cent a year. Thirdly, exports have been growing strongly: they are predicted to rise by 10 per cent in volume terms and 14 per cent in value terms during 1993. The gains have come despite the fact that western Europe, which last year accounted for 30 per cent of Finnish forest industry exports, has been in

Should Finland try to reduce its dependence on the industry?

recession. Increased sales to North America, Asia, the former eastern bloc and Latin America account for all but a tenth of the increased export volume.

If the short-term outlook is relatively positive, questions remain about how well placed Finnish forest companies are to meet long-term competitive challenges. The threats come not just from trends like recycling and greater computerisation, but from expanded production in current export

markets - such as Indonesia - and from the ability of rivals to exploit market opportunities.

The Finns do not appear to be unduly alarmed by their position. They point out that with their emphasis on higher value-added products and their modern machinery, they are as well placed as any of their competitors to take advantage of an upturn in market conditions.

The broader question is whether Finland should be trying to reduce its dependence on an industry which accounts for as much as 50 per cent of its net exports and which is highly capital intensive. The answer is almost certainly yes.

Mr Henrik Ehrnrooth, chief executive of Jaakko Pöyry, the international consultancy group, says the country is "definitely" over-dependent on forestry. "But it's hard to change," he notes, "when forestry tends to attract the country's best brains."

Christopher Brown-Humes

How the forestry machinery companies have been coping

Orders shift towards Asian market

THE COLLAPSE in pulp and paper prices is being felt beyond the Finnish forestry groups which it directly affects: the supporting industry, from forest machinery groups to power plant companies to chemicals suppliers, has also suffered from the downturn.

Finland's forest machinery companies have seen orders fall sharply from the levels of three or four years ago, because pulp and paper companies worldwide have slashed investment in the face of huge

mainstay of companies' order books, towards markets in other parts of the world. Significantly, Asia now makes up the largest segment in the orders of Kone Wood, which supplies wood handling equipment to pulp mills, after the company's success in winning two orders in Indonesia and one in Iran. At Valmet, Asia accounted for 9.2 per cent of sales last year, but 18.6 per cent of orders.

Valmet is also giving greater emphasis to rebuilding and servicing existing machinery to compensate for reduced orders for new equipment. Mr Matti Sundberg, its chief executive, says: "Rebuilds are becoming more important, particularly for smaller companies which cannot afford to buy new machinery."

Niche positions have also helped. Kemira, the state-owned chemicals group, has been able to increase sales of hydrogen peroxide, a chemical used in pulp bleaching, thanks to greater environmental concern among forestry groups. The company estimates hydrogen peroxide sales will grow 10 per cent in Europe and 35 per cent in the Nordic region during 1993.

Ahlström has also benefited from the environmental trend, which has pushed up sales of chlorine-free pulp bleaching technology. "Most new orders

The uptum will come when pulp prices rise at least \$100 a tonne

are environmentally driven. Modernisations and upgrades to solve environmental problems or eliminate production bottlenecks have become the guiding factors for investment," it noted in its 1992 annual report.

For many of Finland's machinery groups, it is a question of sitting out the downturn until market conditions improve in the second half of the decade, when they are hoping there will be a significant increase in orders for new machinery and rebuilds. That is why they are so reluctant to reduce spending on research and development, despite the

current financial squeeze.

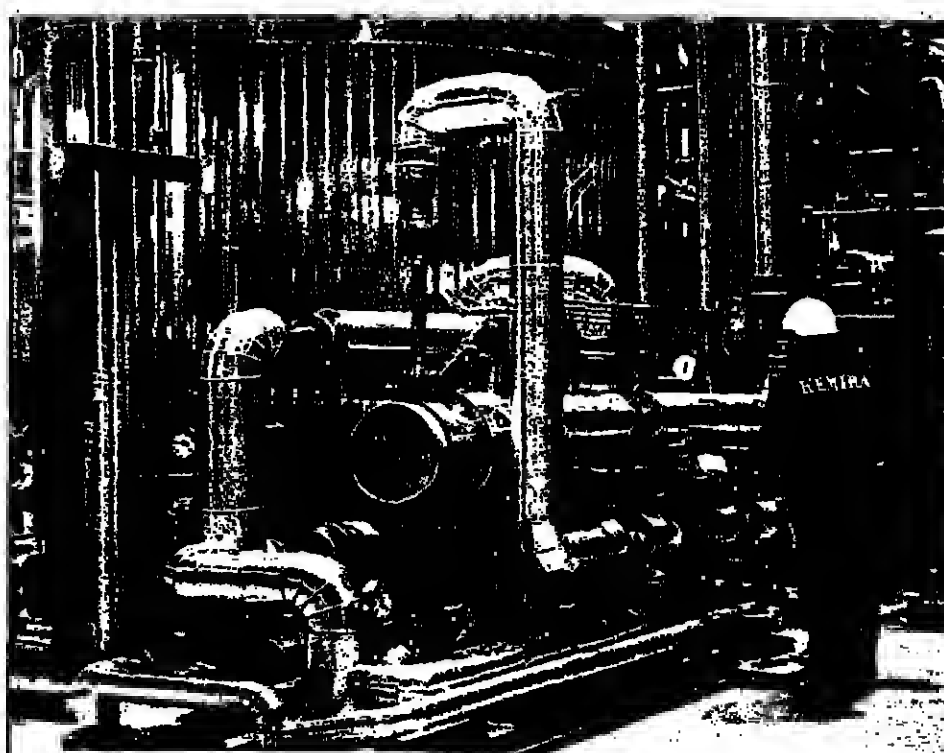
However, it is still far from clear when the upturn will come. Mr Ahlström says pulp prices need to rise "at least \$100 a tonne before customers start loosening their purse strings" (the current level is \$400 a tonne) and orders for

pulp equipment are back to more normal levels.

Mr Sundberg is also cautious but he notes that worldwide demand for paper has continued to rise in spite of the recession. "Within two years there is likely to be a relatively good balance in most

paper grades. Companies will have to start talking to machine suppliers quite soon if they want to be well ahead in the second half of the 1990s," he states.

Christopher Brown-Humes



Kemira is very active in developing environmental products that directly benefit the environment or promote cleaner technology:

Environmental chemicals such as chemicals for municipal or industrial waste water treatment, and for the pulp and paper industry;

Environmental equipment such as catalytic converters for the automotive industry;

Waste recycling products, including gypsum pigments;

New alternative products, including biopesticides.

KEMIRA

On the defensive

"Two-thirds of our forests are in the hands of private



The Fimms see recycling in the wider context of the recycling of carbon. Because trees absorb carbon dioxide, and therefore slow the greenhouse effect, wood is regarded as a perfectly natural recyclable raw material, providing new growth is systematically assured. That is why the Fimms get hot under the collar about developments in some European countries, which legally require a certain percentage of magazine paper and newsprint to be produced from recycled sources.

Christopher Brown-Humes



Christopher Brown-Humes on prospects for the country's leading forestry companies

Big four forge path to profits

UPM has 30 per cent of its production abroad, with about half its newsprint capacity based in French and UK mills. Metsä-Serla and Enso-Gutzeit are less internationally-orientated: Enso has a fine paper mill in the Netherlands and a board mill in France, but these account for less than 10 per cent of production. More stable portlet segments have

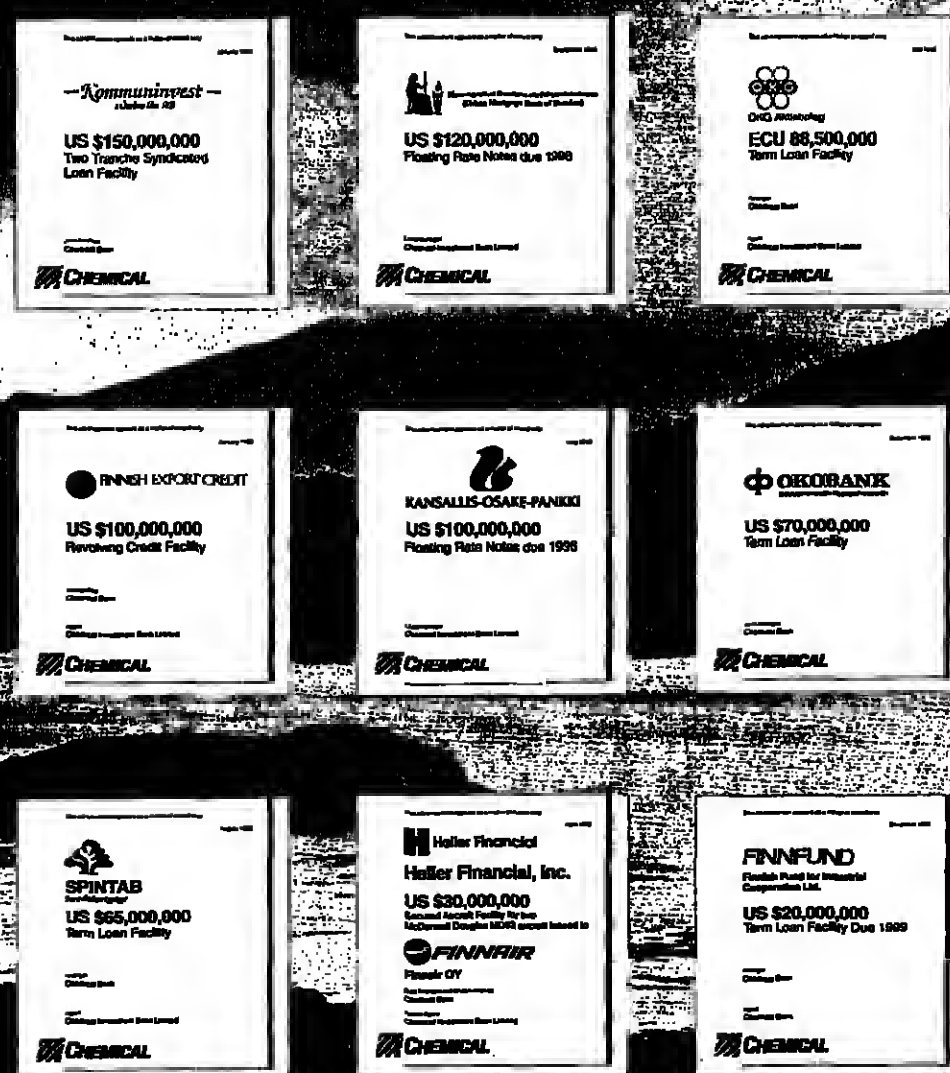
■ **Debt reduction:** The four companies are highly geared and all have given debt reduction a strategic priority.

One big chunk which could find its way to the market at some stage is Metsä-Serla's 21 per cent stake in Repola, the hangover of an abortive bid in 1990. It has a current market value of around Fm2.8bn, compared with a book value of Fm2.1bn. Mr Timo Poranen, Metsä-Serla chief executive, says the stake is not "essential for our co-operation" with UPM (in wood procurement and marketing) but says Repola is seen

Most executives feel prices for fine papers and pulp are unlikely to fall further, but they warn that overcapacity will only fall away slowly.

"Low pulp prices are a disaster," says Mr. Poranen of Metsä-Serla. "Weak pulp prices are behind weak paper prices. It is in everybody's interest that we have higher pulp prices."

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FINLAND 6

IN HIS splendidly august office, complete with grand landscape oil paintings and a loudly ticking grandfather clock, Mr Pertti Voutilainen reflects, in measured terms, on the prospects for recovery at Kansallis-Osake-Pankki. He took over last year as its chief executive in the midst of an unprecedented crisis.

"In February we promised to halve our 1992 losses of FM2.7bn this year. We anticipate break-even will come at the end of 1994 and that 1995 will be profitable for us," he says. "If we look at developments so far this year, we are a little bit ahead of that trend. But there are risks still awaiting us and I don't think I can promise a significantly better development than we estimated previously."

Mr Voutilainen's sober assessment of the outlook at Finland's leading bank catches the mood in the sector as a whole a year after the immense depth of the losses sustained by the country's financial institutions became clear. In step with the economy as a whole, there are signs of recovery, thanks largely to the steep fall in interest rates this year. But the backlog of credit losses is so large that a return to profit is likely to take another two years.

"Our non-performing loans have stabilised now and our credit losses are going down," says Mr Vesa Vainio, chief executive of Unitas, KOP's main rival, which ran up a loss in 1992 of FM2.7bn. "We see a turnaround in our bank, in spite of a further big loss this year and next year as well. Banking operations as such are profitable."

So great was the disaster that overtook Finland's banks - like those of Sweden and Norway - that the state was

Hugh Carnegie finds caution as well as optimism at the banks

The horse has bolted

Sector	Banking groups' total exposure*		Non-performing assets		Write-offs on loans and guarantees	
	FM bn	%	FM bn	%	FM bn	%
Corporate, of which	288	45.1	32	58.8	17	71.8
Manufacturing	80	14.9	7.5	2	3.8	
Construction	29	5.0	4	10.1	3	11.8
Trade, restaurants, hotels	58	9.7	7	13.4	3	14.2
Real estate business	34	5.7	8	16.4	5	20.5
Other	58	8.8	8	11.5	4	16.5
Household	192	32.3	12	21.1	1	6.6
Other domestic	57	8.5	2	6.1	2	10.8
Foreign	78	13.1	8	13.9	2	11.0
All sectors	595	100	55	100	22	100

* Includes financial institutions, general government and non-profit institutions.

Source: Bank of Finland

forced to step in with guarantees and infusions of capital to keep the system afloat. "If we had not, we would have had no banking system left," says Mr Jorma Aranko, head of the Bank Supervisory Authority. "It would have been a total shambles."

The crisis erupted when a severe recession, induced in large part by the loss of Finland's trade with the Soviet Union, pricked a grossly inflated lending bubble - much of it in foreign currency - that had followed liberalisation of foreign exchange and other financial regulation in the mid-1980s. Rising interest rates and sliding asset values then wreaked havoc on the banks.

None escaped without resort to some government assistance. The two main players in the savings bank sector, Skopbank and the Savings Bank of Finland, had to be taken over by the state, which set up the Government Guarantee Fund to administer the crisis. The

government has budgeted some FM60bn in rescue capital for the fund, much of which has already been spent.

A recent Bank of Finland paper showed the banks as a whole had non-performing assets of FM55bn at the end of 1992 - nearly 10 per cent of their loans and guarantees - after write-offs of FM22bn. Nearly 60 per cent of these bad assets were attributed to corporate lending, with the bulk spread through real estate, trading companies, tourism and construction. Just over 21 per cent of bad loans were to the household sector.

A year later, the picture undoubtedly looks rosier. KOP cut its losses in the first seven months to FM78bn, from FM2.3bn in the same period of 1992. Unitas losses in the first eight months fell to FM1.01bn from FM1.31bn the year before. Operating profits before credit losses rose fivefold to FM881m.

Both banks believe they will now survive the crisis without

resort to state aid beyond the preference capital each has received. The government has pledged to guarantee bond issues by the banks. But for now at least, the big two have successfully turned independently to the markets to recapitalise and ensure they remain above the 8 per cent minimum international capital adequacy ratio. KOP has raised more than FM2bn this year in share and bond issues and plans to raise similarly a further FM2bn. Unitas is meanwhile raising more than FM1.5bn.

If the economy stays on track for a slow recovery next year and interest rates remain at the present low levels, the banks should return to profitability in 1995. The government is also hoping that the recapitalisation process - both through state and private funds - will avert a "credit crunch" that could choke off the much-yearned for upturn in economic activity. But several unresolved

issues hang over the banking sector. Chief among these are the savings banks. The government has kept them afloat, but at great expense, prompting protests of unfair competition from rival commercial banks and calls for them to be sold off or closed down from some senior politicians.

KOP and Unitas are both interested in acquiring at least some of these banks and have had talks to that end with the authorities. But that has prompted concern about their achieving too great a market share. The issue overlaps with the question of reducing the generally acknowledged overcapacity in Finnish banking. STS, the sixth largest bank, was taken over by KOP this year. But the authorities appear undecided over how to proceed with the savings banks, the obvious candidates in any further restructuring.

Last, but not least, is the question of whether the system as a whole has learned the lessons of the past two years. All the banks have tightened the way they handle credit control. Unitas, for example, has a board member whose sole task is risk control and a team of 15 credit specialists. The bank now takes account of cash flow as well as collateral when assessing loan requests.

The state, meanwhile, has moved to extend the powers and resources of the Bank Supervisory Authority. It has been brought within the Bank of Finland for the first time and is acquiring the power to monitor all divisions of a banking group, not just the core bank as previously.

"It is far too late, in a way, as the horse has already bolted," says Mr Aranko. "But we have got together with the Bank of Finland to be ready for the next bank crisis."

THE RECESSION that has jolted Finland over the past three years has, among its other effects, exposed the extent to which the country is now dependent on its export industries for a return to growth.

"Increasing merchandise exports and the continuation of structural changes in export production hold the key to the preservation of economic well-being," concluded a recent paper on industrial strategy produced by the Ministry of Trade and Industry.

An encouraging start has been made, with exports rising at an annual rate of some 13 per cent this year, thanks in large measure to the sharp decline in the value of the Finnish markka. The current account deficit has been slashed and should move to a small surplus next year.

Finland's traditional mainstay - the forestry industry - has contributed to the export revival, despite the continued weak state of the world market for its products.

The metal and engineering industries, which now make up the biggest part of manufacturing output, have also pushed up exports, with such companies as Nokia, the world's second largest mobile telephone maker, and Metra, a world leader in diesel engines, improving profits significantly this year.

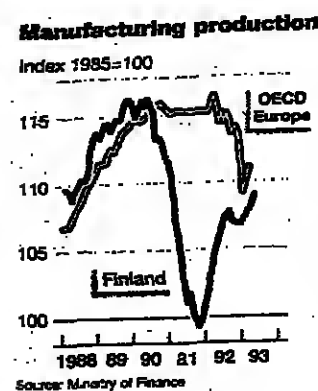
But the task is a daunting one. "In order for Finland to start reducing its foreign indebtedness, the balance of trade must for several years run a surplus of FM30-40bn - about 30 per cent relative to export revenues. Only Japan and Germany have been able to sustain such sizeable surpluses," commented the ministry in its strategy paper. "In terms of export growth, this means an average rise in exports of 6-8 per cent per annum all through the 1990s."

Achieving such a target will require a marked expansion of manufacturing output - which fell as a proportion of GDP in the late 1980s from more than 25 per cent to less than 15 per cent - as well as greater diversification and greater adaptation to new technologies. But it will also require structural changes in areas such as labour market rigidities, privatisation and protection of local industries to maintain the competitive momentum already given by the devaluation of the markka.

The government believes it has an important role to play

INDUSTRY

Daunting task that faces exporters



Source: Ministry of Finance

In this process, but not through active promotion of new industries or direct channelling of resources to favoured sectors.

"There is a need for an industrial policy in Finland, but not in the way of the old days," says Mr Matti Vuorio, the trade and industry ministry's top official. "We don't want to enter a debate on which industrial branches Finland should be in - the market will make those decisions."

Instead, Mr Vuorio says, the intention is to concentrate on development of infrastructure - particularly transport links in a country distant from most of its export markets - technology and education and the removal of protection which in the 1980s sucked too much investment into the "sheltered sector". Finland, he says, has no inherent competitive industrial advantages and must therefore create them through, for example, the fostering of a highly educated workforce.

Big changes have already been made in the area of foreign investment - an area in which Finland has historically ranked among the weakest of western countries. Legislation allowing foreign ownership of Finnish companies came into force this year, prompting a wave of foreign sharebuying.

The dearth of local operations by foreign companies is still a feature of the Finnish economy. But this may

also change. Norway's Kvaerner Group now runs the Masa shipbuilding yard, which this year won the country's biggest ever export order - a contract to build four liquid natural gas carriers for Abu Dhabi.

Government action on the privatisation of the 20 per cent of industrial output that is in state hands has been slower. The state's holding in Tampella, a big metals group, has been reduced from 90 to 50 per cent. Other majority or wholly state-owned major companies slated for action include Neste, the oil and petrochemicals group, Kemira, a chemicals producer, Ontokumpu, the mining and metals concern, and Valmet, the paper machinery and engineering company. But little has been done beyond the commissioning of privatisation studies.

In the meantime, the main feature of development among private sector companies outside the forestry sector has been a trend to shift from diversified conglomerates to more tightly focused operations, with an increasing emphasis on overseas activities. Within this trend, the diversity of activity tends to bear out the industry ministry's analysis that there is no "natural" sector for Finnish companies to concentrate on.

Nokia is a prime example. Since a spree of acquisitions in the 1980s, it has restructured to concentrate on mobile and fixed telecommunications systems, an area in which Finland has no special tradition.

Another group which has restructured since the 1980s is Huhtamäki, which now concentrates on confectionery, pharmaceuticals and food packaging. It is a collection which Mr Timo Peltola, the chief executive, cheerfully admits offers each other little in the way of synergies, but in which, he says, Huhtamäki has separately built up a store of expertise.

Hugh Carnegie

Christopher Brown-Humes on saunas

Apply the birch gently

THE foreign businessman on a trip to Finland should prepare himself for a visit to the sauna. The chances are that your host will invite you - all the big companies have their own saunas, but the venue could equally well be a hotel or public sauna. It could even be that that vital deal is clinched over a relaxing post-sauna drink.

The first thing the visitor should understand is that natural modesty needs to be cast aside. The Finnish custom is to take the sauna naked and any attempt to conceal business lunch flab or other physical attributes will only attract strange looks.

In principle, the routine is simple. You shower, you sweat in a wooden-planked hot-room for a few minutes, you cool down with a swim, and then

you retire to drink, feeling the day's tension palpably ebbing from your system as you do so. The cycle is usually repeated at least twice.

However, the uninitiated should be on the alert. For a start, there is the question of how long you can stick the heat. Watch out for the sadist in your group who delights in throwing water onto the heated sauna stones to intensify the humidity. The paranoid will conclude he is doing it deliberately to

test your resistance level.

Then you need to know how to handle the bundle of birch leaves which will almost certainly be thrust into your hand as you enter the hot room of a country sauna. It is not to be used to thrash your fellow bathers (despite the temptation to take revenge on the sadist) but gently applied to your own torso to stimulate circulation of the blood and aid perspiration. Finally, there is the cold swim room.

In the countryside, that almost certainly means a plunge into a freezing lake, rather than a swimming pool. Your hosts will graciously tell you this bit is optional, but in practice it is as difficult to avoid as an invitation to sing in a Japanese karaoke bar.

Two notions need to be disabused. One is that you will be pilled with liberal quantities of alcohol to assist the perspiration process. At public saunas, only soft drinks and alcohol-free beers are on sale. In a private sauna, it is more likely that you will be offered something stronger.

Secondly, you must forget the idea that you will be nudging up to a member of the opposite sex in the hot room. In all public saunas, men and women are strictly segregated.



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